

Risk Pool Peer Review Committee Report
Safe Children Coalition – Circuit 12 (Desoto, Manatee, and Sarasota Counties)
Fiscal Year 2021-2022

Executive Summary:

Safe Children Coalition, Inc. (SCC) submitted an application for risk pool funding on October 15, 2021 and submitted a revised risk pool application of February 23, 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
- Previous Risk Pool Reports
- Status Update on Prior Risk Pool Recommendations (if any)
- 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 conducted by Risk Pool Review Committee.

The Risk Pool Peer Review Committee for SCC consisted of:

Barney Ray, DCF Director of Revenue Management & Partner Compliance
(Team Leader)
Donna Eprifania, CFO, ChildNet, Inc.

Mohamed Ghalayini, CFO, Citrus Health Network

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

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:

SCC's application for risk pool funding requested \$2,280,486 due to significant changes in the number or composition of clients eligible to receive services. Specifically, this funding is needed to offset the cost of out-of-home care expenses due to a 54% average increase in removals over the past seven years.

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

- Removal rates that are high and significantly above the statewide average the past five fiscal years. The rates of removal per 100 children were an average of 36% higher than the statewide average.
- Core funding has been consistently below the statewide average while experiencing higher number of removals than the statewide average.

Due to the significant average number of removals in Circuit 12 compared to the statewide average over the past 5 years, funds are necessary to cover the additional costs associated with the 'new normal' number of children in the system of care. In FY 2012-13 – FY 2013-14, an average of 483 children were removed annually. Since FY 2014-15 – FY 2019-20, an average of 742 children have been removed annually. This represents a 54% increase in removals over baseline.

A comparison of the SCC's rate of removal per 100 children 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%

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.***

SCC serves Circuit 12 which covers Manatee, Sarasota and Desoto Counties. The Child Protective Investigation function is performed by the sheriff's office in Manatee County and by the department in Sarasota and Desoto counties. Children's Legal Services functions are performed by the department in all counties.

Initially, case management was subcontracted in all three counties; however, over the past several years, SCC has had to adapt and transform. The lead agency now provides case management services in Sarasota and Desoto Counties while Lutheran Services Florida provides case management in Manatee County.

Census Facts				
US Census Facts	Florida	Desoto	Manatee	Sarasota
Median Household Income	\$55,660	\$35,438	\$59,009	\$62,236
Percent of population living in poverty	12.7%	21.8%	11.3%	7.8%
Percent of population over 25 years old with a college degree	29.9%	11.5%	29.8%	35.4%
Percent of population over 25 years old with high school diploma	88.2%	73.5%	89.7%	93.1%

Data Source: [census.gov/quickfacts](https://www.census.gov/quickfacts) (2015-2019)

SCC serves a wide range of clients within the three county area, from Desoto County with a higher percent of poverty and lower education rate, to Sarasota and Manatee Counties with lower poverty and higher education rates than the state average.

Service availability for both dependent and non-dependent children and their families varies between counties. Manatee County has a Children's Services Council which focuses on funding prevention efforts. However, this contract is due to terminate December 31st. SCC has asked Manatee County Sheriff's Child Protection unit to apply for the funds to continue providing these services. Desoto County has fewer resources and service delivery is more challenging due to the rural nature of the county.

Count of Child Intakes

Count of Child Intakes Received

Last Updated: 2/18/2022 (Data on or after Dec-2021 is draft data and will be updated next month.)

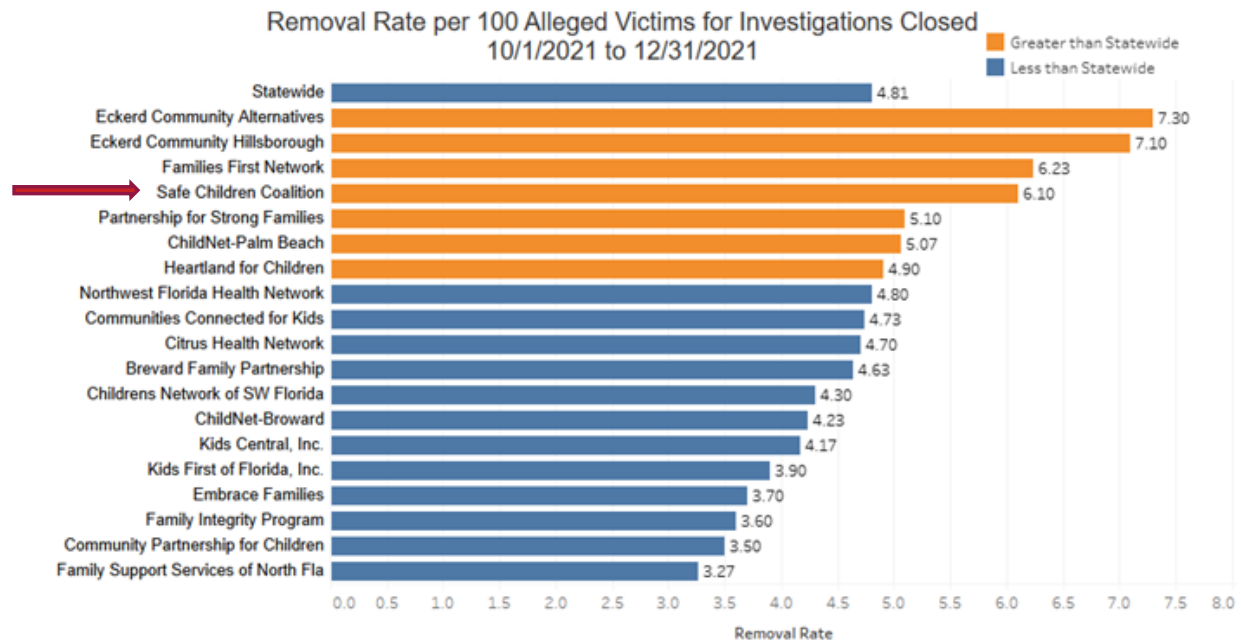


Circuit 12 had an average of 1,066 intakes per month in FY 2017-18. The average number of intakes dipped slightly to 1,060 per month in FY 2018-19. In FY 2019-2020, average number of intakes dropped to 986 per month, a trend which mirrored a decline experienced statewide. However, intakes were back up to 1,051 in FY 2020-21. In January 2022 there were a total of 1,014 intakes.

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

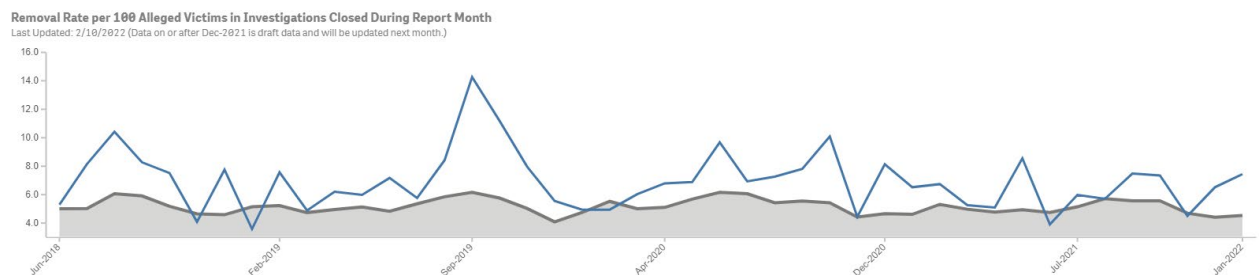
- 2.1. ***What are the rates of removal, rates of verification and other measures from protective investigations that affect the need for child welfare services? How have these measures changed over time and how do they compare with other areas in the state?***
- 2.2. ***What activities are in place 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?***
- 2.4. ***How well integrated are the CPI, safety management and intervention services components? Are there case transfer issues that affect performance?***



The statement in the application that Circuit 12 has consistently maintained a higher rate of removal per 100 alleged victims than the statewide average is supported by data from the Child Welfare Dashboard.

The removal rate per 100 alleged victims from 10/1/2021 to 12/31/2021 is 6.10 and is higher than the statewide average of 4.81.

Removal Rate per 100 Alleged Victims



Removal rates within the Circuit have been well above the state average for several years.

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.

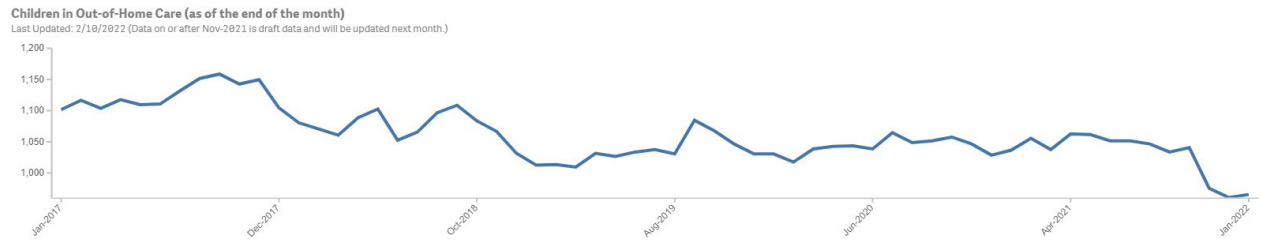
- 3.1. **What is the composition of the children in care including age cohorts, placement types, use of specialized higher costs settings, use of congregate care, etc.**
- 3.2. **What is the cost of various placement types? To what extent are the rates paid for foster care (including care with various 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?**

Children Receiving In Home Services (as of the end of the month)

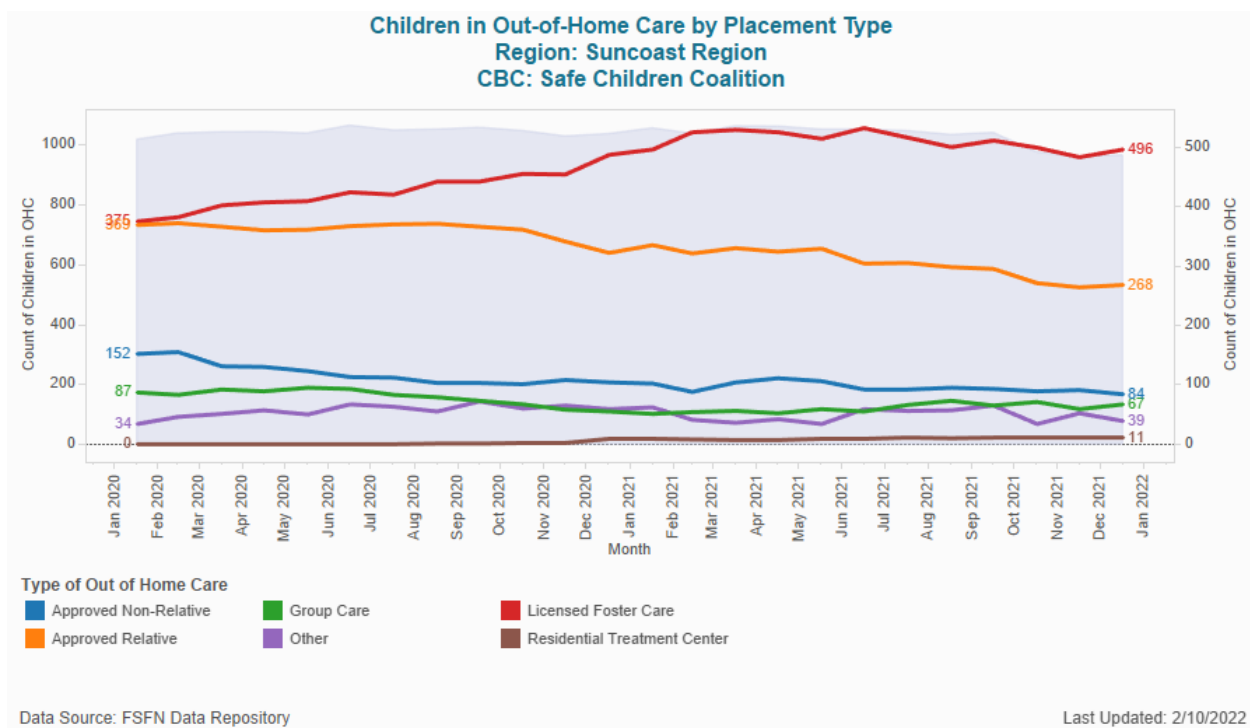


The end of month count of the number served through in-home services was at a high of 456 in October 2018 but has been on a downward trend. In January 2022, 362 children were being served in home.

Children in Out of Home Care (as of the end of the month)

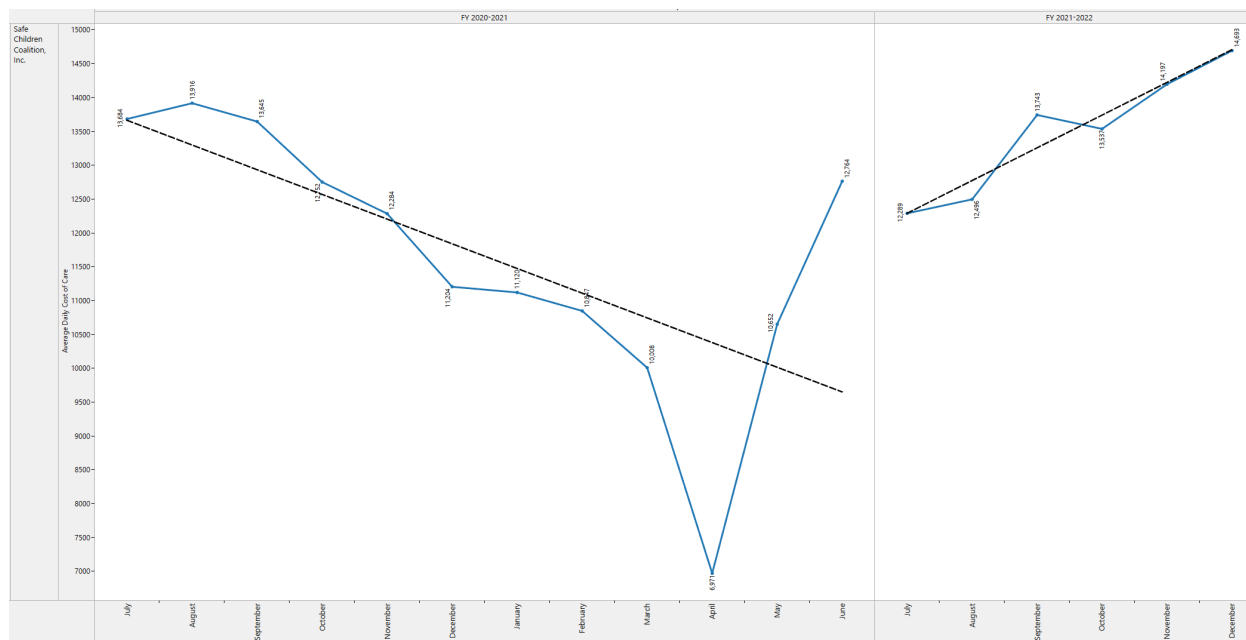


The number in out-of-home care (OOHC) in September 2017 was 1,158 has slowly declined to about 965 (January 2022) but has stayed relatively flat in calendar year 2021.



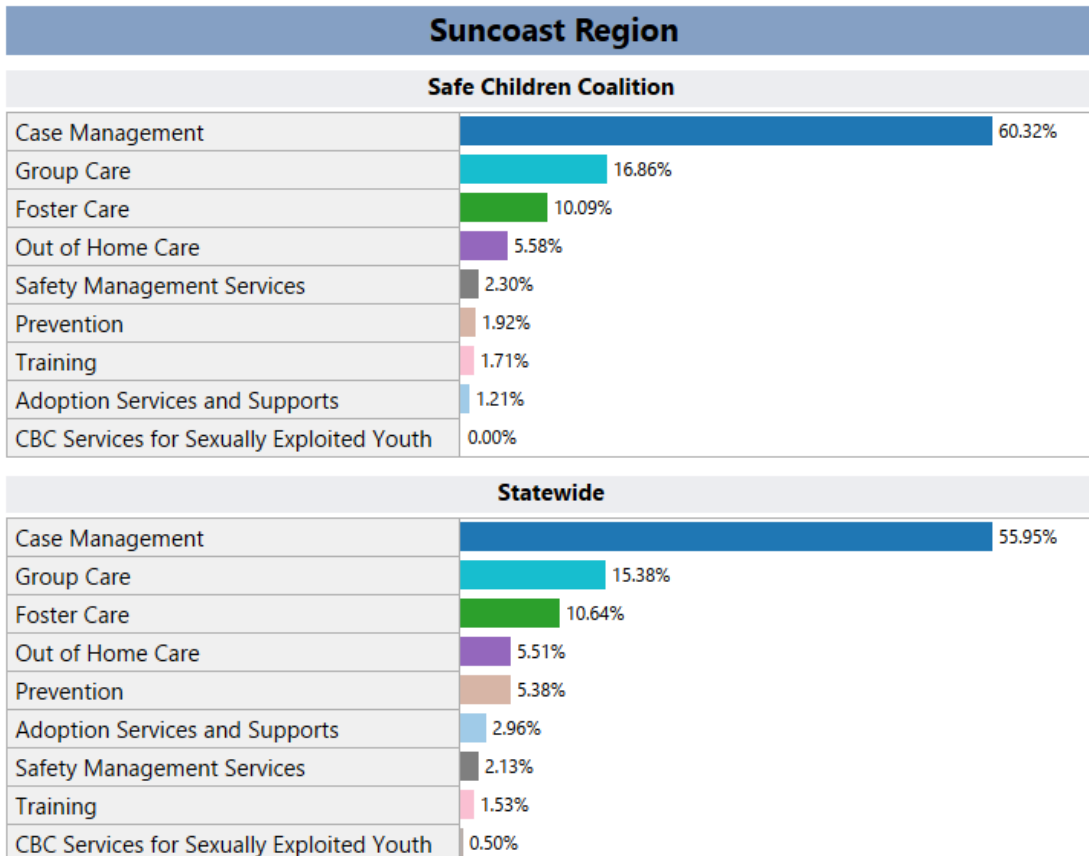
The number of children in approved relative and approved non-relative unlicensed placements is trending down for both the SCC and statewide due to the child specific Level I Foster Home licensing initiative. These child specific licensed placements are included in the licensed foster home numbers.

Average Cost of Group Care



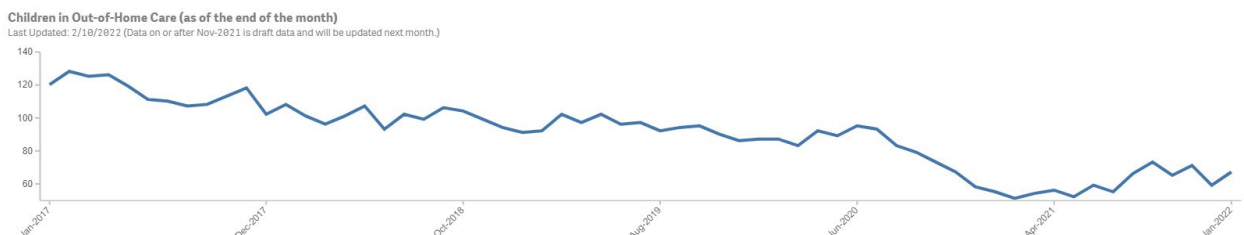
SCC saw a decrease in the average daily cost of group care in FY 2020-21. However, the cost appears to be increasing in FY 2021-22. In the first six months of FY 2021-22, group care averaged \$13,493/day.

Percent of Core Services Expenditures FY 2021-22



As of December 2021, case management expenditures for FY 2021-22 are 60.32% of SCC's budget, above the statewide average of 55.95%.

Children in Out of Home Care (Group Care) (as of the end of the month)



The number of children in group care peaked in late 2016 and has shown a steady decline since that time. Moving children out of congregate care has been an ongoing priority of SCC. In the three-year period ending in June 2021, SCC saw an average 34% decrease in reliance on residential group care.

SCC received feedback of their Financial Viability Plan and in previous risk pool reports to put additional effort in the reduction of youth in group care. As of January 2022, group care placements were 8.1% of all out-of-home care placements compared to statewide average of 7.6%. SCC reduced the percent of youth in group care from 14.4% in June 2016 to 8.1% in January 2022. The total reduction in residential group care from 95 on June 30, 2020 to 59 on June 30, 2021 is a 38% decrease in one year. The number has since increased to 67 as of January 2022.

There has been a shift in children from relative/non-relative care to Level 1 licensed care beginning in July 2019.

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

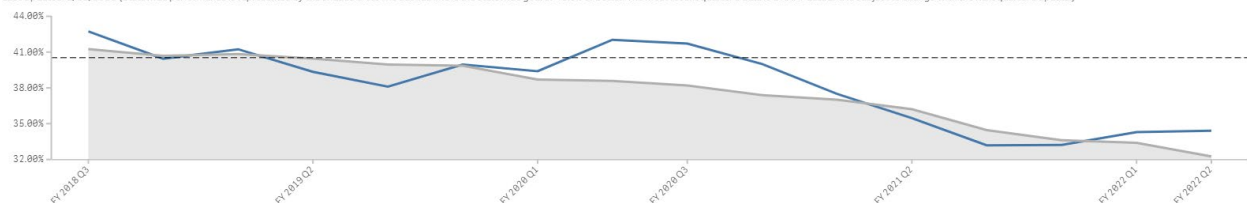
- Sources: ([The Child Welfare Key Indicators Monthly Report](#), [The Child Welfare Dashboard](#), [CBC Contract Monitoring Report](#), Financial Viability Integrated Data Report)
- Summary below, see [The Child Welfare Key Indicators Monthly Report](#), [The Child Welfare Dashboard](#), Financial Viability 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 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 40.5% or better. The most recent quarter's data is DRAFT data and is subject to change with the next quarter's update.)

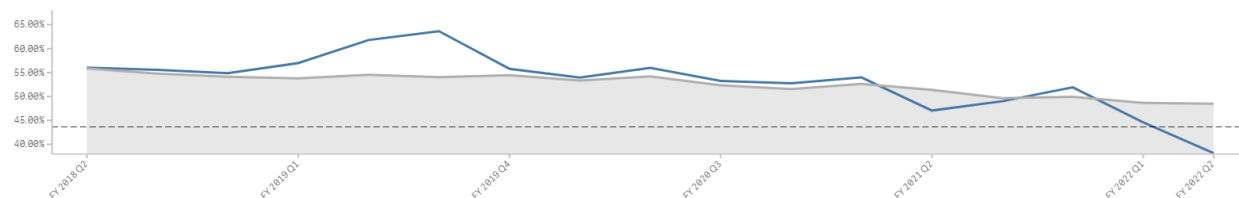


The number of children achieving permanency in Circuit 12 has trended down and most recently fell below (and has stayed below) the statewide target in FY 2019-2020, Quarter 4.

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

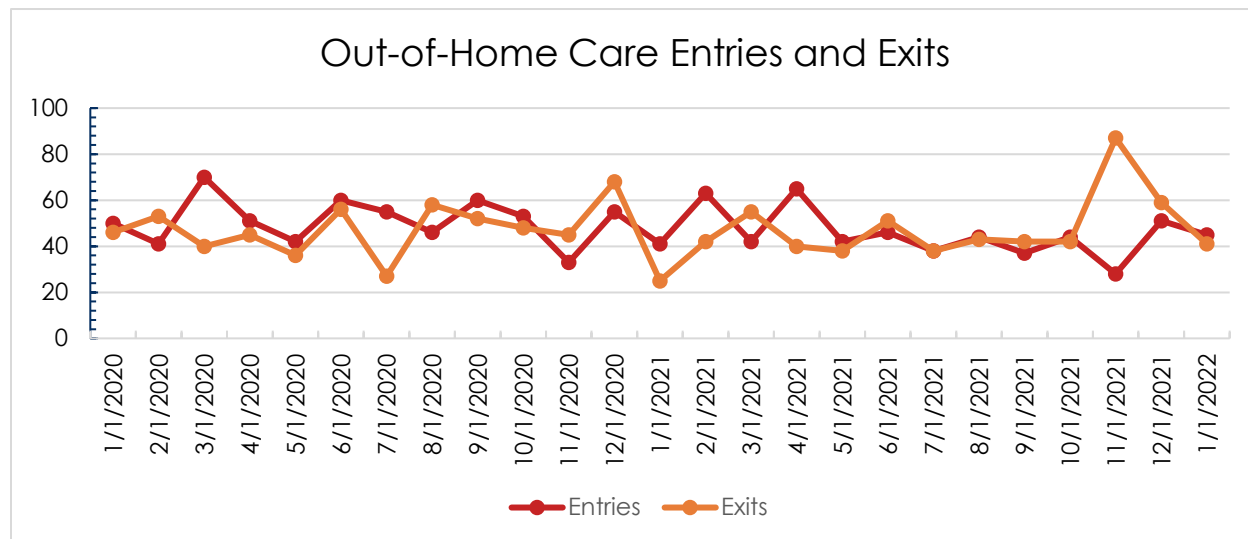
Percent Achieving Permanency within Twelve Months

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.)



Until FY 2021-22 (Q1), permanency for children in care 12 to 23 months has maintained above the statewide target of 40.5%.

The average number of children entering out-of-home care each month has decreased substantially from FY 2017-18 (62.08) to FY 2020-21 (50.08). Despite a decrease of 19% in the average new entries, the removal rates are still significantly above the statewide average. While the number of children entering care has slowed, so too has the number of children exiting care. During the same time period, the number of children exiting out-of-home care has declined from an average of 64.33 per month to 45.75 children. When combined, this results in a net increase of 52 children being served in out-of-home care from July 2020 to June 2021.



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	\$20,677,650	\$22,294,024	\$22,460,858	\$23,643,449	\$25,604,517	\$26,963,444
Risk Pool Funding	\$1,785,000	\$2,719,085	\$1,402,921	\$1,694,162	\$879,352	\$0
CBC Operations "Back of the Bill" Funding	\$709,002	\$0	\$0	\$1,471,198	\$11,975	\$0
Other Amendments to Initial Allocations	\$56,549	\$390,189	\$867,087	\$341,013	\$0	\$2,500,000
Amended Core Services Funding	\$23,228,201	\$25,403,298	\$24,730,866	\$27,149,822	\$26,495,844	\$29,463,444
Funding not defined as Core Services Funding						
Independent Living (IL and Extended Foster Care)	\$564,234	\$664,114	\$768,388	\$860,855	\$860,855	\$860,855
Children's Mental Health Services (Cat 100800/100806)	\$300,158	\$300,158	\$300,158	\$300,158	\$300,158	\$300,158
PI Training, Casey Foundation or other non-core svcs	\$0	\$0	\$0	\$0	\$1,000,000	\$784,383
Safety Management Services (Nonrecurring)	\$329,521	\$0	\$329,521	\$329,521	\$0	\$0
Total at Year End	\$24,422,114	\$26,367,570	\$26,128,933	\$28,640,356	\$28,656,857	\$31,408,840
Maintenance Adoption Subsidy (MAS)	\$7,277,070	\$7,530,772	\$8,482,703	\$9,131,838	\$9,586,190	\$9,845,055
Guardianship Assistance Payments (GAP)				\$46,562	\$56,562	\$234,325
MAS Prior Year Deficit						
Carry Forward Balance from Previous Years	\$420,271	\$21,398	\$721,878	\$274,525	\$422,967	\$475,837
Total Funds Available	\$32,119,455	\$33,919,740	\$35,333,514	\$38,093,281	\$38,722,576	\$41,964,057

The SCC has had a deficit every year since FY 2016-17 and received a total of \$10.7M in Risk Pool and "Back of the Bill" funding in the last five years. SCC also received \$2M in FY 2021-22 to partially cover a deficit while waiting for Risk Pool allocations. The Risk Pool request for FY 2021-22 of \$5,013,411 is ~19% of SCC's total core funding in FY 2021-2022.

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)

Core funding for SCC has been consistently below the statewide average. Additionally, the gap has grown over time.

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 Partnerships	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%

SCC is funded at 74.7% based upon the Florida Funding for Children Model (FFFC). This is the third lowest 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	\$1,097,410	\$1,110,645	\$1,164,570	\$1,140,815	\$1,059,720
Admin Cost Rate (Exp as % of Total Allocations)	3.5%	3.3%	3.4%	3.0%	2.8%
Core Services Expenditures					
Dependency Case Management	\$12,021,702	\$11,772,163	\$13,242,847	\$15,406,095	\$15,700,599
Adoption Services Promotion & Support	\$246,814	\$322,085	\$378,435	\$374,402	\$360,036
Prevention/Family Support/Family Preservation	\$379,031	\$553,090	\$633,612	\$641,974	\$566,426
Client Services	\$1,235,453	\$1,676,065	\$1,925,336	\$1,760,564	\$984,761
Training - Staff and Adoptive/Foster Parent	\$1,270,347	\$1,977,496	\$1,400,260	\$339,944	\$381,671
Licensed Family Foster Home (Level I Child Specific)	\$0	\$0	\$0	\$131,684	\$549,498
Licensed Family Foster Home (Level II-V)	\$1,663,625	\$2,567,412	\$2,486,309	\$2,890,735	\$3,154,048
Licensed Facility Based Care	\$5,957,165	\$5,268,949	\$5,008,292	\$5,059,782	\$4,257,031
Services for Victims of Sexual Exploitation	\$294,610	\$173,800	\$80,102	\$202,620	\$79,425
Safety Management Services	\$697,609	\$343,230	\$576,468	\$501,347	\$595,044
Other	\$0	\$0	\$0	\$0	\$0
Core Services Expenditures	\$23,766,356	24,654,289	25,731,661	27,309,147	26,628,539

SCC has increased expenditures on dependency case management functions in order to keep reasonable caseloads, reduce turnover and get children to permanency. The have also increased expenditures on licensed foster home placements to reduce reliance on residential group care.

The most recent CPA audit dated December 28, 2020 found the SCC complied in all material respects with the types of compliance requirements that could have a direct and material effect on each of its major federal programs and state financial assistance projects

for the years ended June 30, 2020. The result of the audit disclosed an instance of noncompliance and questioned costs related to Foster Care – Title-IV-E. During compliance testing of the Foster Care program, the audit found that the program did not meet the required initial contact within the time period as stated in the Florida Administrative Code and the Florida Administrative Register. It was recommended that management implement a process for reviewing case files to ensure the initial contacts occur within the required time frame. Management agreed with the finding and the Organization responded to this noncompliance via a Corrective Action Plan.

FY 2021-2022 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

SCC's FVP contains actions to address the three primary cost drivers affecting their financial position. The actions and quarter 1 update status were:

- Increase the percentage of children served in-home vs. out-of-home to 30% - July 2021 milestone met
- Reduce the number of entries into out-of-home care by focusing on prevention efforts – July 2021 milestone met
-
- Increase the percentage of out-of-home relative/non-relative placements to 40% - Performance not given
- Reduce the percentage and number of children in group care - Performance not given
- Increase the number if children in licensed foster homes – Performance not given
- Reduce the average daily cost of children in licensed care – Performance not given
- Reduce the average length of stay - Performance not given
- Increase the number of discharges- Performance not given

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?

SCC works collaboratively with partner agencies to ensure children and families are receiving needed services despite budgetary deficits. Conflicts are resolved with a mutual respect and understanding of the circumstances and situational nuances. Continued effort to address relationships with the GALs, specifically in Manatee County, are warranted. There is a lack of substance abuse and mental health services available in all three counties. The ability to gather needed educational information from schools in Sarasota and Manatee Counties is problematic.

Continued engagement with GAL's, educational coordination, and other governmental agencies to address single point of access, further service delivery and availability as well as nurturing relationships between frontline staff to ultimately boost partnerships and further ease services for the community may be beneficial.

SCC has secured additional community and governmental funds of more than \$3.7M including approximately \$3M that support primary prevention services and 724K that directly support foster care services. Additionally, 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. Additionally, the Barancik Foundation has agreed to fund a Director of Philanthropy for the next three years.

Recently Sarasota, Manatee and Desoto Counties all came forward to invest in SCC to address technology needs. Additional community and government funding for SCC programs includes:

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

Follow up to FY2020-21 Risk Pool Recommendations:

Recommendation	Action/Update
<p>SCC has implemented many strategies and initiatives to reduce entries, maintain and increase exits, reduce group care placements and manage costs while maintaining good performance. SCC continuing these efforts should produce long term positive effects on their system, including finances.</p>	<p>SCC noted in their application:</p> <ul style="list-style-type: none"> • In the past two years they reduced the percent of youth in group care from 9.5% to 5.6% • In the past two years they reduced the daily cost of OHC from \$25,178 to \$22,417, representing an annual savings of 1M • Continues to enhance and increase foster home recruitment • Has obtained new funding through the Manatee county government to increase the number of exits through three reunification teams • Continues to focus on enhancing prevention and diversion services by using DCF funding and obtaining additional grants.
<p>SCC should focus on increasing Level 1 licenses which should help reduce entries into foster care.</p>	<p>SCC notes in their application they are in the process of applying to become a Medicaid provider thus allowing SCC to seek reimbursement from Medicaid for targeted case management and 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.</p>
<p>SCC should continue to seek additional community and grant funding.</p>	<p>SCC's Risk Pool Application highlights additional Community and Governmental Funding in the amount of \$3.7M.</p>

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

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.

SCC plans to utilize the Risk Pool funds to cover the operating deficit of the child welfare contract with the Department. 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.

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:

- SCC is at 74.7% of optimum funding according to the Florida Funding for Children Model; they are the third lowest funded CBC in the state.
- SCC has been one of the most underfunded CBC's in the state for many years, despite this, they have managed to perform above statewide average for the most part.
- SCC applied for a Paycheck Protection Program (PPP) loan and applied a portion of the loan to their Children In Need (CINS)/Families In Need (FINS) and Child Care operations and some to their CBC contract expenses, which has helped reduce their deficit.
- SCC had some of the highest removal rates in the state for several years, but most recently, the number of removals is trending down. The recent downward trend may be Covid-19 related.
- Despite record removal rates for several years, between June 2020 and June 2021 SCC has reduced average monthly in-home cases by 25 children and out-of-home cases by have stayed relatively stable and not increased significantly.
- SCC has maintained steady discharge rates that are above the statewide average; albeit a slight decline in FY 2019-2020.
- SCC made a significant reduction in group home census since June 2020 from 95 to 67 placements in January 2022, although their daily rate has gone up. Over the last 4 years they have reduces group care costs by \$1 million.
- SCC has had several major events in their recent history (3 years) that created additional challenges and opportunities:
 - Separated from Sarasota YMCA and established their own entity (SCC)
 - One of their case management organizations or CMOs (Family Preservation Services) gave them a 30-day notice to terminate their contract for family preservation services
 - SCC began providing CMO services in-house for Sarasota and DeSoto Counties
 - One CMO was changed due to poor performance and Lutheran Services Florida was selected to serve Manatee county.
 - DCF closed a local group home (Everyday Blessings), SCC stepped up and opened their own group home for their most challenging youth.

- SCC was asked to take over diversion services in Manatee County, funded by Manatee County Government. Removals in Manatee county have gone down drastically.
- SCC has sought and received more than \$3.7M in additional funding for a variety of local grant programs.
- SCC has a strong management team which has overcome many obstacles including significant under funding.
- SCC has kept a low admin rate and reduced their rate every year.
- SCC has successfully implemented previous Risk Pool recommendations.

Risk Pool Allocation:

The Peer Review Committee found that Safe Children Coalition 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)(c), F.S..

Recommendations:

1. SCC has implemented many strategies and initiatives to reduce entries, maintain and increase exits, reduce group care placements and manage costs while maintaining good performance. SCC continuing these efforts should produce long term positive effects on their system, including finances.
2. SCC should continue to focus on increasing the number and % of Level 1 licensed foster home placements.
3. SCC should continue to seek additional community and grant funding.