

Risk Pool Peer Review Committee Report
Safe Children Coalition – Circuit 12 (DeSoto, Manatee, and Sarasota Counties)
Fiscal Year 2019-2020
November 2019

Executive Summary:

Sarasota Family YMCA, Inc. (SYMCA) applied for risk pool funding on September 11, 2019. Subsequent to the initial application, SYMCA applied for a name change to Safe Children Coalition (SCC) which is referenced throughout this report.

The department established a Risk Pool Peer Review Committee pursuant to section 409.990(7), Florida Statutes, for state fiscal year (FY) 2019-2020. 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 326) for FY 2019-2020. 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 (CBCs) including a comprehensive system of care analysis. This submission also included a financial viability plan from all lead agencies.

Due to the early application process this fiscal year, the Risk Pool Peer Review team conducted a review with relevant information available from multiple sources to make recommendations. The documents reviewed are below:

- Risk Pool Funding Application FY 2019-2020
- Financial Viability Plan (FY 2019-2020)
- Budget Projections provided by the CBC
- CBC Financial Viability Integrated Data Report
- [The Child Welfare Dashboard](#)
- [CBC Contract Monitoring Reports*](#)
- CBC Contract Monitoring Data Packets
- [The Child Welfare Key Indicators Monthly Report](#)
- [SCC Risk Pool Report FY 2018-2019](#)
- Florida Safe Families Network (FSFN) Aggregate Payment Data

To resolve any outstanding questions, additional information was requested by the team from the CBC.

*Note: The most recent CBC Contract Monitoring Report for SCC is dated August 2018.

The Risk Pool Peer Review Committee for SCC consisted of:

Barney Ray, Team Leader, Director of Revenue Management and Partner Compliance
Larry Rein, CEO, ChildNet
Lauren Hahn CFO, Communities Connected for Kids

Catherine Macina, CFO, Embrace Families
Walter Sachs, Suncoast Regional Managing Director
Eric Emery, Staff Director of the Office of Child Welfare

While the specific areas of review and analysis varied based on the unique needs and circumstances of each Region, Circuit and CBC, 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 \$3,704,778. Funding is requested to "offset the cost of out-of-home care expenses".

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

- High removal rates (20%+) above the statewide average (per 100) the past four fiscal years.
- A 3.4 million Increase in out of home care costs between FY 2013-2014 and FY 2018-2018 due to the increase in the number of youths placed that are involved in multiple systems (crossover youth), including the Department of Juvenile Justice, the Agency for Persons with Disabilities, and medically complex youth.

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](#), [18/19 Risk Pool Report](#))
- 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.

US Census Facts	Florida	Desoto	Manatee	Sarasota
Median Household Income	\$48,900	\$35,513	\$51,483	\$52,796
Percent of population living in poverty	14.7%	28.6%	12.7%	10.8%
Percent of population over 25 years old with a college degree	27.9%	10.0%	27.9%	33.1%
Percent of population over 25 years old with high school diploma	87.2%	70.5%	88.5%	92.6%

Table 1. Data Source: census.gov/quickfacts/(2012-2016 v2016)

According to the US Census Facts, Sarasota and Manatee Counties have lower poverty rates than the statewide rate of 14.7%, but DeSoto County's poverty rate is nearly double the statewide average. Sarasota and Manatee Counties also have slightly higher median household incomes, while Desoto's is significantly lower than the statewide median household income. Educational statistics follow a similar pattern, with Manatee and Sarasota Counties meeting or exceeding the statewide average for both the percent of population over 25 years old with a high school diploma and the percent of the population over 25 with a college degree, while Desoto County remains well below the statewide average on both measures.

Service Area Data					
		FY 2015/2016	FY 2016/2017	FY 2017/2018	FY 2018/2019
Child Protective Investigations and Child Removals (Sarasota, Desoto, and Manatee counties)	Reports accepted for Investigation by DCF (Initial & Additional Reports, Child Intakes)	7,969	7,987	7,415	7,068
	Reports accepted for Investigation by DCF (Initial & Additional Reports, Special Conditions)	592	620	591	685
	Children Entering Out-of-Home Care	902	837	736	685
Children Served by Sarasota YMCA	Children Receiving Family Support Services	327	1,103	1,382	1,293
	Children Receiving In-Home Services	896	1,006	1,127	1,079
	Children Receiving Out of Home Care	1,605	1,772	1,781	1,683
	Young Adults Receiving Services	84	91	105	104

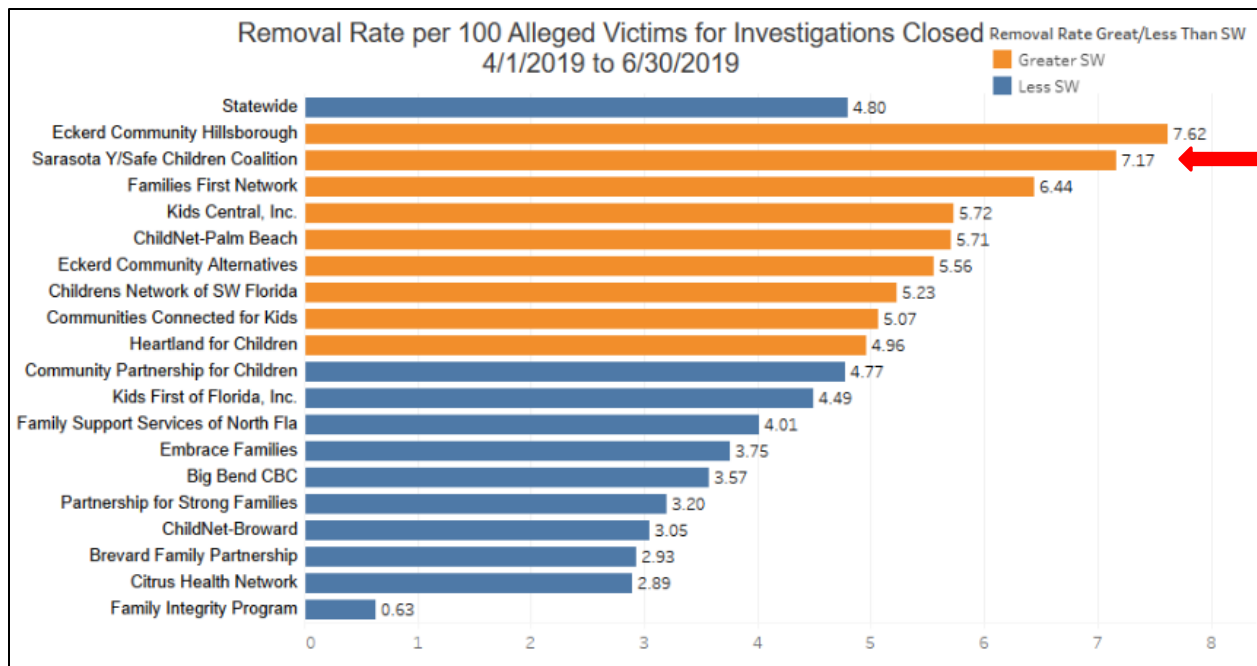
Table 1. Data Sources: Child Protective Investigation Trend Report, Child Welfare Dashboard, FSN OCWDRU Report 1006, Data Run Date: July 24, 2019

The number of reports accepted for investigation decreased in FY 2018-2019 as did the number of children entering out-of-home care. During this same time period, the number of children receiving out-of-home, in-home services, family support services, and the number of young adults receiving services all decreased from last FY.

Manatee County has a Children's Services Council which supports prevention efforts. Service availability for both dependent and non-dependent children and their families varies between counties; Desoto's rural nature makes service delivery more challenging.

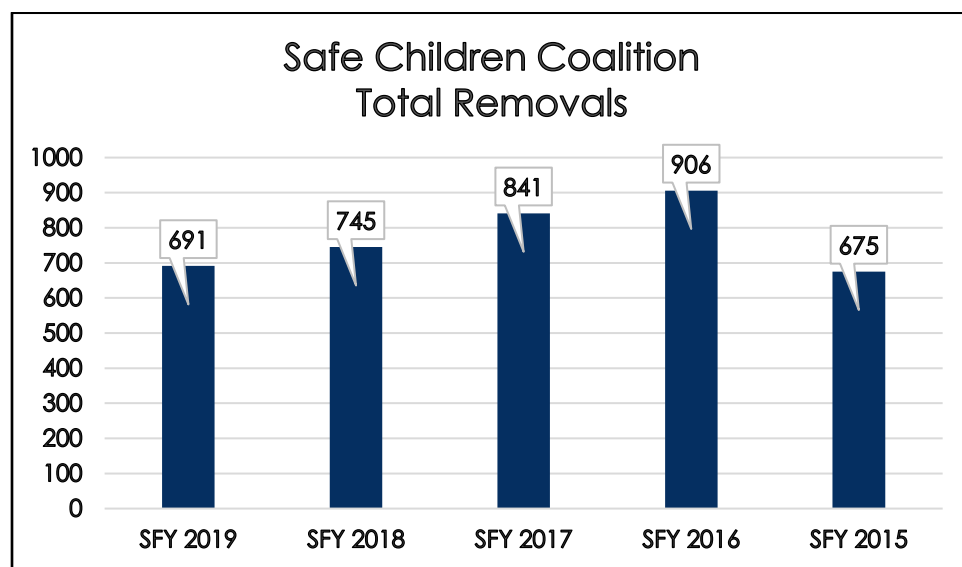
2. Findings related to protective services including removals, referrals for post-investigative services, activities to protect children without removal and use of resources focused on prevention and intervention.

- 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
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- 2.1. *What are the rates of removal, rates of verification, and other measures from protective investigations that affect the need for child welfare services? How have these measures changed over time and how do they compare with other areas of the state?*
 - 2.2. *What activities are in place to provide support to protective investigators and families to permit children to remain safely 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. *What evidence exists to show that investment in prevention and intervention services re, in fact, resulting in reduced flow of children into out-of-home care rather than just adding to the cost of services?*
 - 2.5. *How well integrated are the CPI, safety management and intervention services components? Are there case transfer issues that affect performance?*

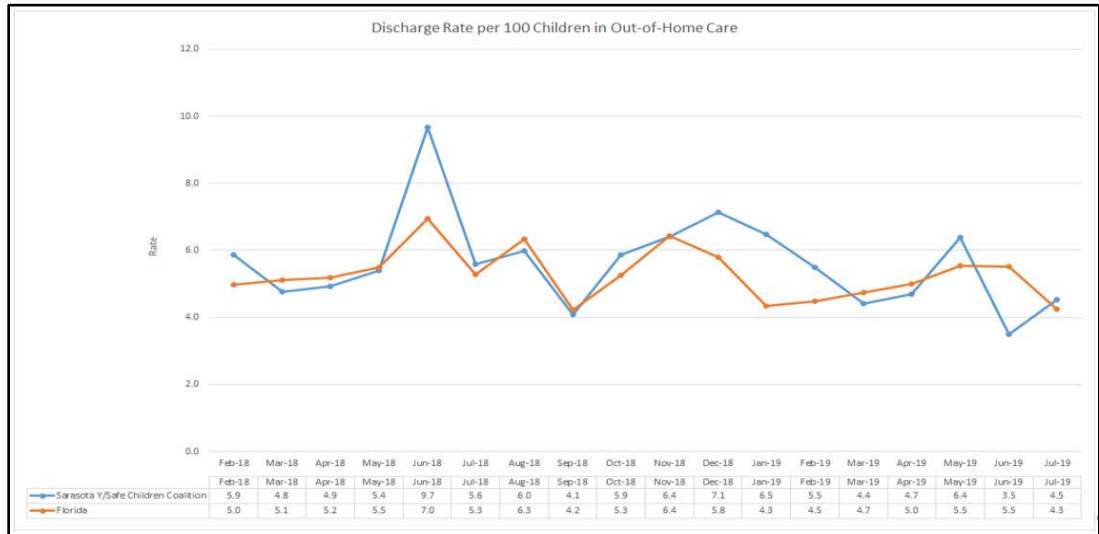


The applications statement that circuit 12 has consistently had a higher number of removals per 100 children compared to the statewide average is supported by data from the Child Welfare Dashboard.

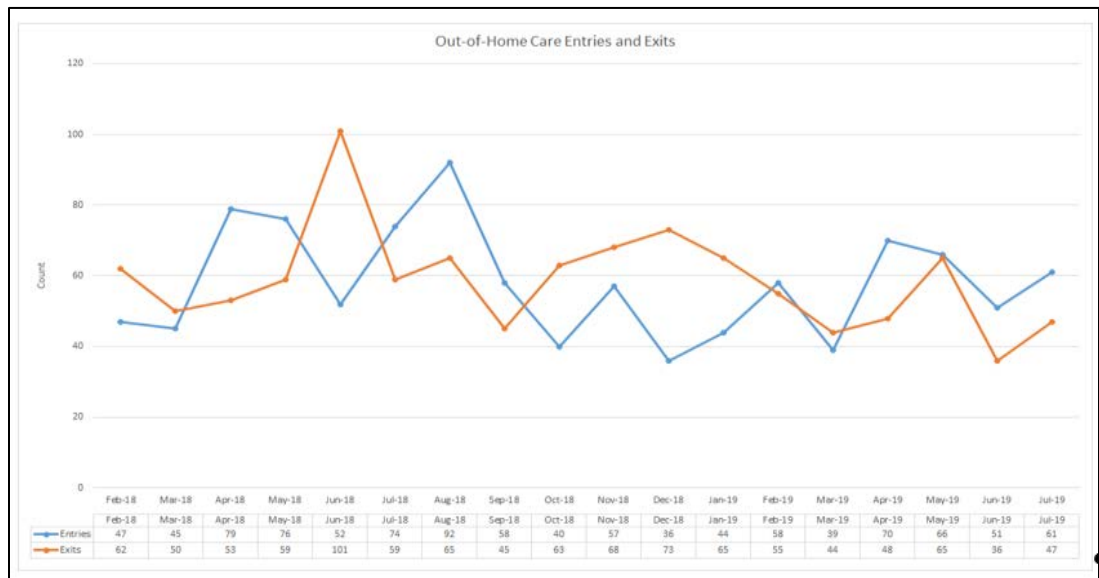
The removal rate per 100 alleged victims for investigations closed from 4/1/2019 to 6/30/2019 is higher than the statewide average, and second highest in the state, as shown in the graphic above. For the same quarter in 2018, the removal rate was 5.1 statewide and 5.9 for SCC. Both represent an increase in removal rates though SCC was a greater increase.



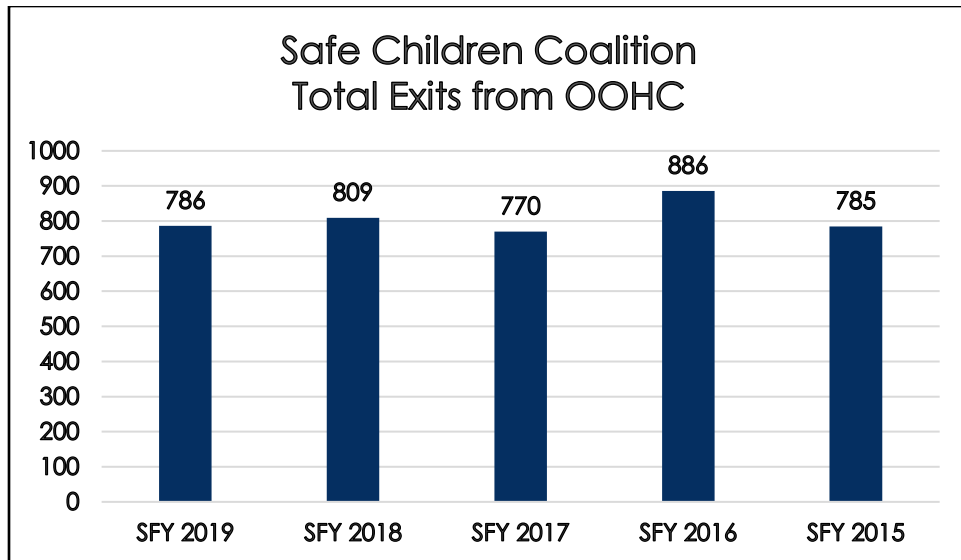
Despite this increase in removal rates, the actual total number of removals (entries into Out-of-Home Care) decreased the last four fiscal years as shown in the chart above. (Source: Child Welfare Dashboard – Children Entering Out-of-Home Care)



The chart above shows that the **Discharge Rate per 100 children in out-of-home care** for SCC has been below the statewide average for eight of the last 18 months.

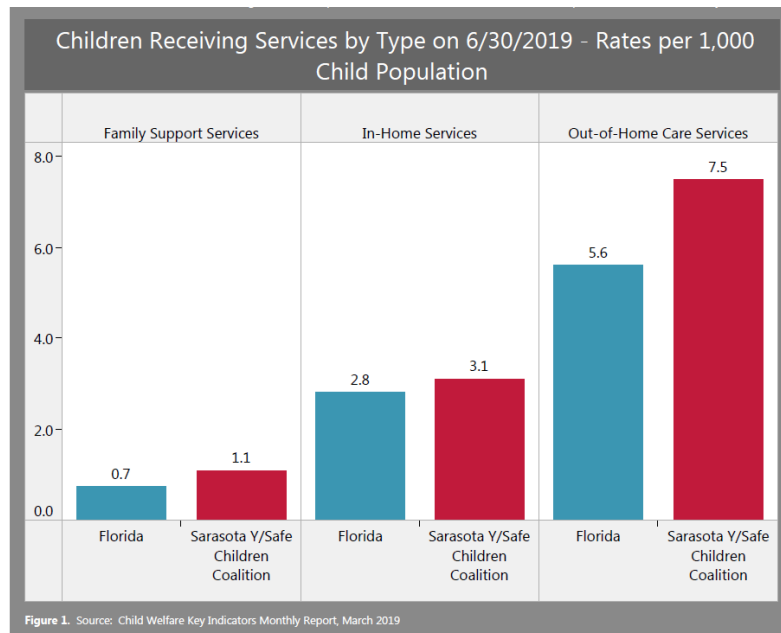


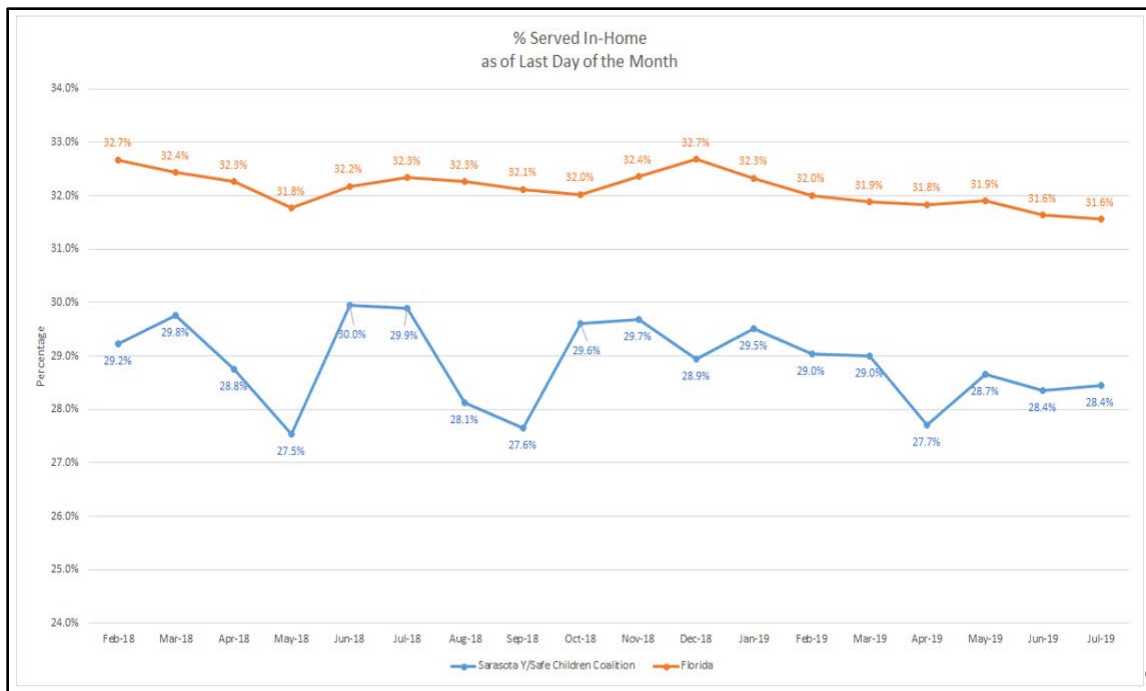
In the past year, SCC had a spike in removals (**Out-of-Home Care Entries**) into in August 2018 and April 2019. However, **exits** (discharges) were less than removals for 10 of the last 18 months and have remained below entries since April 2019.



The actual number of discharges (exits) has decreased the past two years although the exits have exceeded removals the past two years. (Source: Child Welfare Dashboard – Children & Young Adults Exiting Out-of-Home Care)

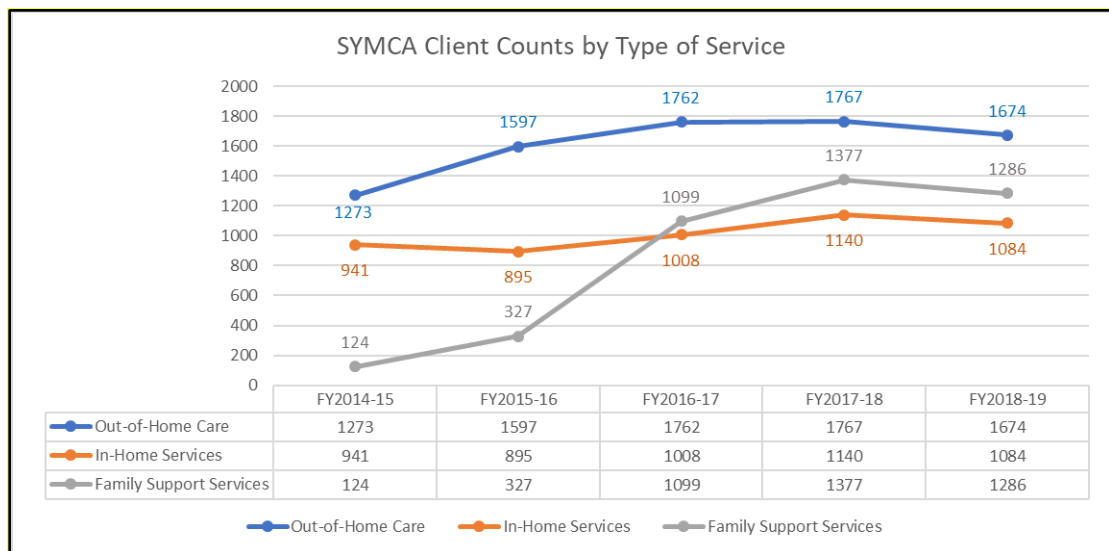
SCC has a higher rate of children being served in out-of-home, in-home services, and family support services per 1,000 of the general child population than the statewide average.





(Source: Child Welfare Dashboard – Children & Young Adults Receiving In-Home Services & Children in Out-of-Home Care).

While SCC had a per 1,000 rate slightly higher than the statewide rate, the actual percentage of children receiving in-home services (27-29%) versus the number in out-of-home care has been consistently below the statewide percentage (31-32%) for at least the past 18 months as shown in the chart above.



SCC had experienced a steady increase of children in out-of-home care until last year when the **out-of-home care** population began to decrease. SCC has had a

relatively flat level of children receiving **in-home services**, and the use of **family support services** had been on an upward trend that showed a slight decrease in FY 2018-2019.

(Source: Children and Young Adults Receiving Services by CBC Lead Agency and Type of Service - OCWDRU Report #1006)

Sarasota Family YMCA, Inc. - Turnover Report													
Employment Statistics													
Case Managers - Combined													
	New				Net	Monthly	YTD	FY	Rolling Yr	Rolling Yr			
	BOM	Hires	Terms	EOM	Change	Turnover	Turnover	Turnover	Total	Voluntary	Vol.	Invol.	Layoff
Sep-17	69.6	8	8	69.6	0	11.5%	88.0%	36.2%	99.5%	91.3%	8		
Oct-17	69.6	5	4.6	70	0	6.6%	94.0%	42.2%	102.0%	94.0%	4.6		
Nov-17	70	23	4	89	19	5.0%	88.1%	42.2%	92.9%	87.1%	4		
Dec-17	89	1.5	5	85.5	-4	5.7%	96.0%	49.2%	96.0%	90.0%	5		
Jan-18	85.5	2	4	83.5	-2	4.7%	4.7%	54.7%	95.5%	89.4%	3	1	
Feb-18	83.5	9	6.9	85.6	2	8.2%	12.7%	62.3%	96.2%	90.1%	4.9	2	
Mar-18	85.6	1	1.4	85.2	0	1.6%	14.4%	64.2%	88.6%	82.6%	1.4		
Apr-18	85.2	1	3.6	82.6	-3	4.3%	18.9%	69.7%	85.9%	82.2%	3.6		
May-18	82.6	5	6	81.6	-1	7.3%	26.2%	77.5%	82.0%	77.1%	6		
Jun-18	81.6	4	3	82.6	1	3.7%	29.6%	80.8%	80.8%	74.6%	2	1	
Jul-18	82.6	1.4	2	82	-1	2.4%	32.1%	2.4%	73.9%	67.5%	1	1	
Aug-18	82	8	6	84	2	7.2%	36.8%	9.6%	71.0%	64.5%	6		
Sep-18	84	6	7	83	-1	8.4%	47.4%	18.1%	70.1%	63.6%	7		
Oct-18	83	4	6.4	80.6	-2	7.8%	55.7%	26.2%	73.4%	65.5%	5.4	1	
Nov-18	80.6	3.4	1	83	2	1.2%	56.1%	27.1%	60.8%	53.8%	1	0	
Dec-18	83	4	5	82	-1	6.1%	62.4%	33.3%	62.4%	55.3%	5		
Jan-19	82	5	5	82	0	6.1%	6.1%	39.4%	64.4%	58.4%	5		
Feb-19	82	5	6	81	-1	7.4%	13.5%	46.9%	62.9%	59.3%	6		
Mar-19	81	2	4	79	-2	5.0%	18.6%	52.5%	67.0%	63.3%	4		
Apr-19	79	7	7.4	78.6	0	9.4%	27.9%	61.8%	73.0%	68.0%	6.4	1	
May-19	78.6	4	3	79.6	1	3.8%	31.4%	65.1%	69.2%	64.3%	3		
Jun-19	79.6	5	5	79.6	0	6.3%	37.6%	71.3%	71.3%	67.6%	5		
Jul-19	79.6	5.9	5	80.5	1	6.2%	43.6%	6.2%	74.8%	71.1%	4	1	
Aug-19	80.5	8	6.5	82	2	8.0%	51.1%	14.2%	73.9%	69.0%	5.5	1	

Employment Statistics Case Manager Supervisors - Combined												
	BOM	New Hires	Terms	EOM	Net Change	Monthly Turnover	YTD Turnover	FY Turnover	Rolling Yr Total Turnover	Rolling Yr Voluntary Turnover	Vol.	Invol. Layoff
Sep-17	14	0	1	13	-1	7.4%	90.0%	29.6%	103.3%	96.7%	1	
Oct-17	13	1	2	12	-1	16.0%	106.9%	46.2%	120.7%	113.8%	2	
Nov-17	12	2	0	14	2	0.0%	100.0%	42.9%	103.3%	96.7%		
Dec-17	14	0	2	12	-2	15.4%	120.7%	61.5%	120.7%	113.8%	2	
Jan-18	12	1	0	13	1	0.0%	0.0%	59.3%	113.8%	113.8%		
Feb-18	13	2	0	15	2	0.0%	0.0%	55.2%	103.3%	103.3%		
Mar-18	15	1	0	16	1	0.0%	0.0%	53.3%	93.9%	93.9%		
Apr-18	16	0	0	16	0	0.0%	0.0%	53.3%	80.6%	86.6%	1	
May-18	16	1	0	17	1	0.0%	0.0%	51.6%	51.6%	58.1%		
Jun-18	17	0	0	17	0	0.0%	0.0%	51.6%	51.6%	58.1%		
Jul-18	17	1	1	17	0	5.9%	6.9%	5.9%	46.7%	53.3%	1	
Aug-18	17	0	0	17	0	0.0%	6.9%	5.9%	38.7%	45.2%		
Sep-18	17	1	1	17	0	5.9%	13.8%	11.8%	40.0%	46.7%	1	
Oct-18	17	0	0	17	0	0.0%	13.8%	11.8%	27.6%	34.5%		
Nov-18	17	0	0	17	0	0.0%	13.8%	11.8%	25.8%	32.3%		
Dec-18	17	1	2	16	-1	12.1%	28.6%	24.2%	28.6%	35.7%	2	
Jan-19	16	2	2	16	0	12.5%	12.5%	36.4%	41.4%	48.3%	2	
Feb-19	16	0	1	15	-1	6.5%	19.4%	43.8%	46.7%	53.3%	1	
Mar-19	15	1	0	16	1	0.0%	18.8%	42.4%	43.8%	50.0%		
Apr-19	16	1	1	16	0	6.3%	25.0%	48.5%	50.0%	50.0%	1	
May-19	16	0	0	16	0	0.0%	25.0%	48.5%	48.5%	48.5%		
Jun-19	16	0	0	16	0	0.0%	25.0%	48.5%	48.5%	48.5%		
Jul-19	16	1	1	16	0	6.3%	31.3%	6.3%	48.5%	48.5%	1	
Aug-19	16	0	0	16	0	0.0%	31.3%	6.3%	48.5%	48.5%		

Turnover of front-line staff has a negative impact on service delivery. SCC's section 409.988, Florida Statutes, reporting as of August 2019 shows a high Rolling Year turnover rate for case managers and case manager supervisors. According to their August 2019 Management Reports, average caseloads were as follows:

- SCC CM – Judicial 16.7
- SCC CM – Non-Judicial 22.4
- Youth & Family Alternatives 21.0

In July 2016, the Office of Child Welfare initiated a **Service Array Assessment** with each CBC across the state. The assessment focuses on evaluating the availability, access and application of services for families involved with the child welfare system.

Safety management services and family support services are robust and available in all three counties that SCC serves. There are no waiting lists and currently no capacity issues. Services are continually expanding and evolving to meet the community's needs. Based on the most recent information, SCC is rated a "3" on both safety management and family support service provision.

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

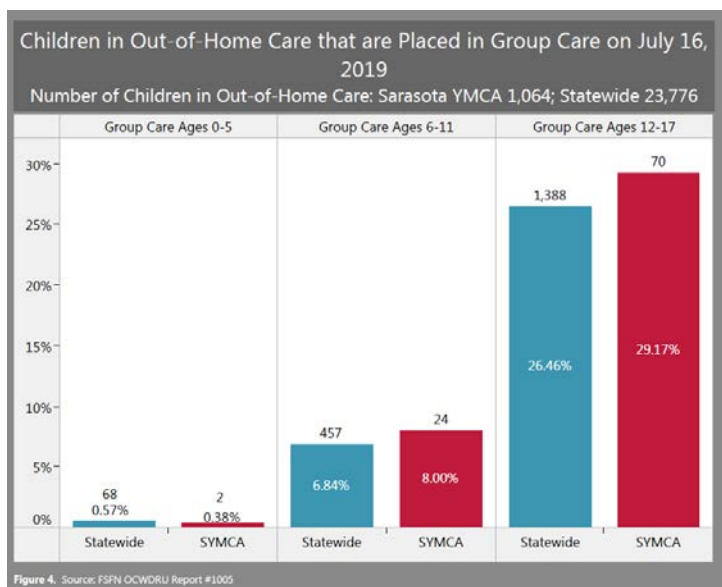
Integrated Data Report, CBC Budget Projections, and Florida Safe Families Network (FSFN) Aggregate Payment Data)

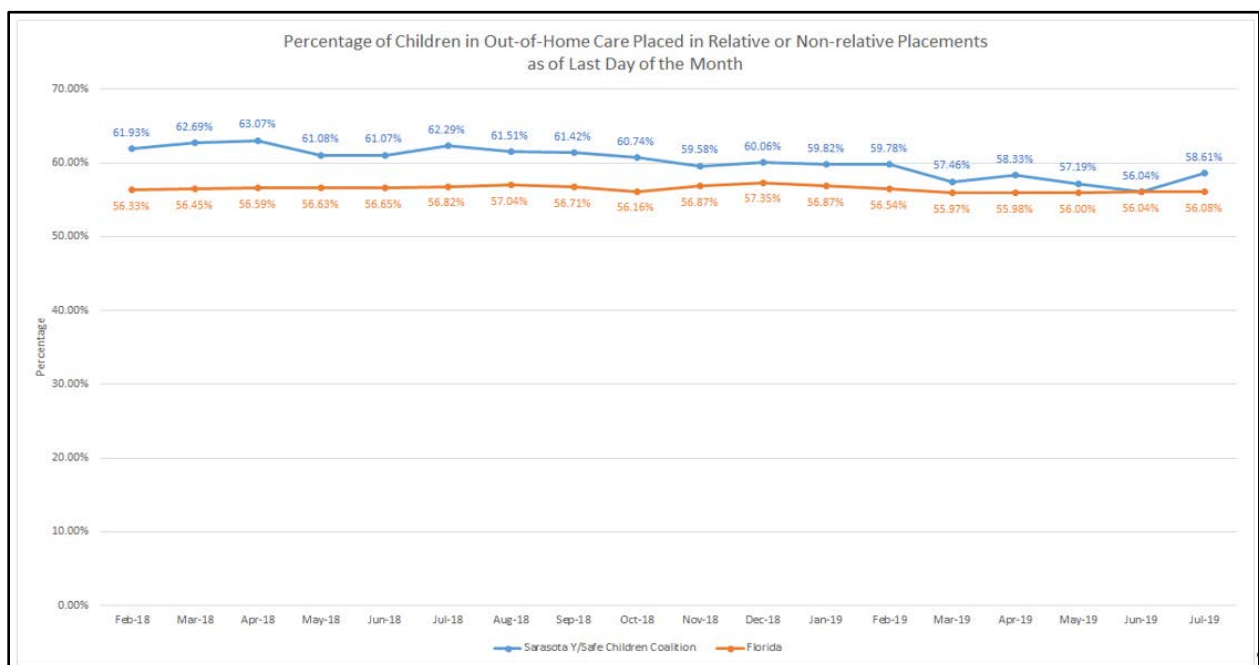
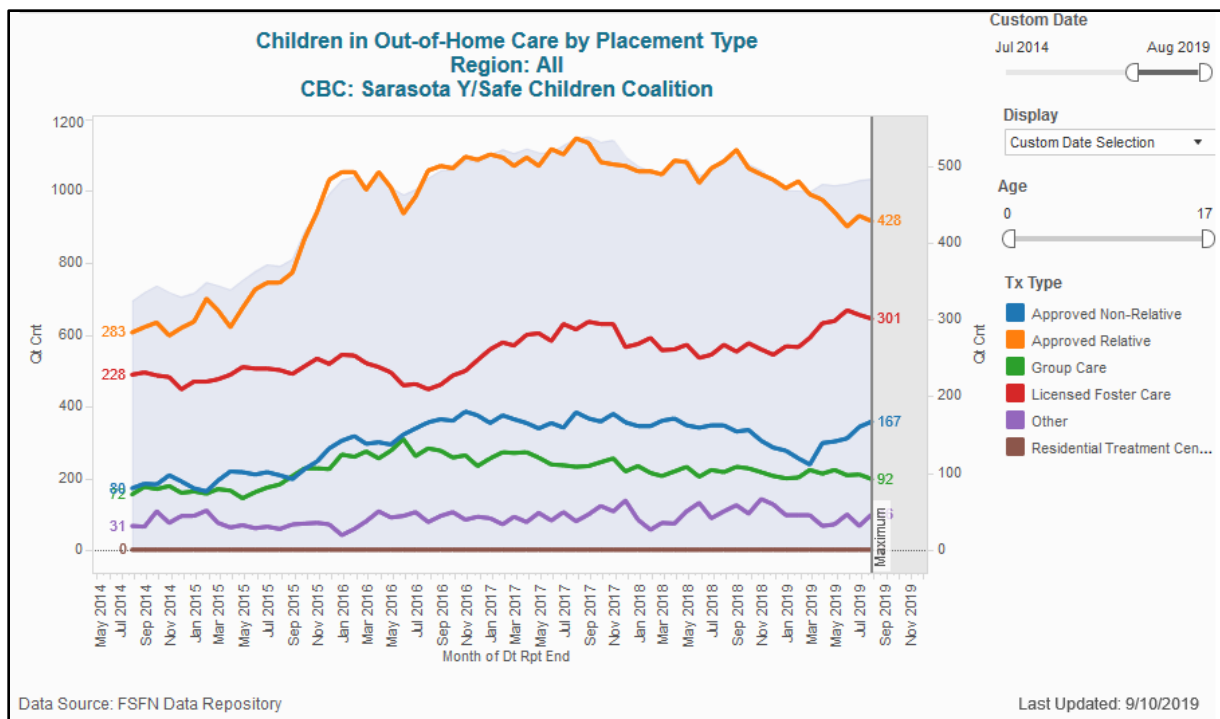
- Summary below; see CBC Financial Viability Integrated Data Report, CBC Budget Projections, CBC Financial Viability Report, and [CBC Contract Monitoring Report](#) for additional details.

- 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), and 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 CBC 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 CBC?*

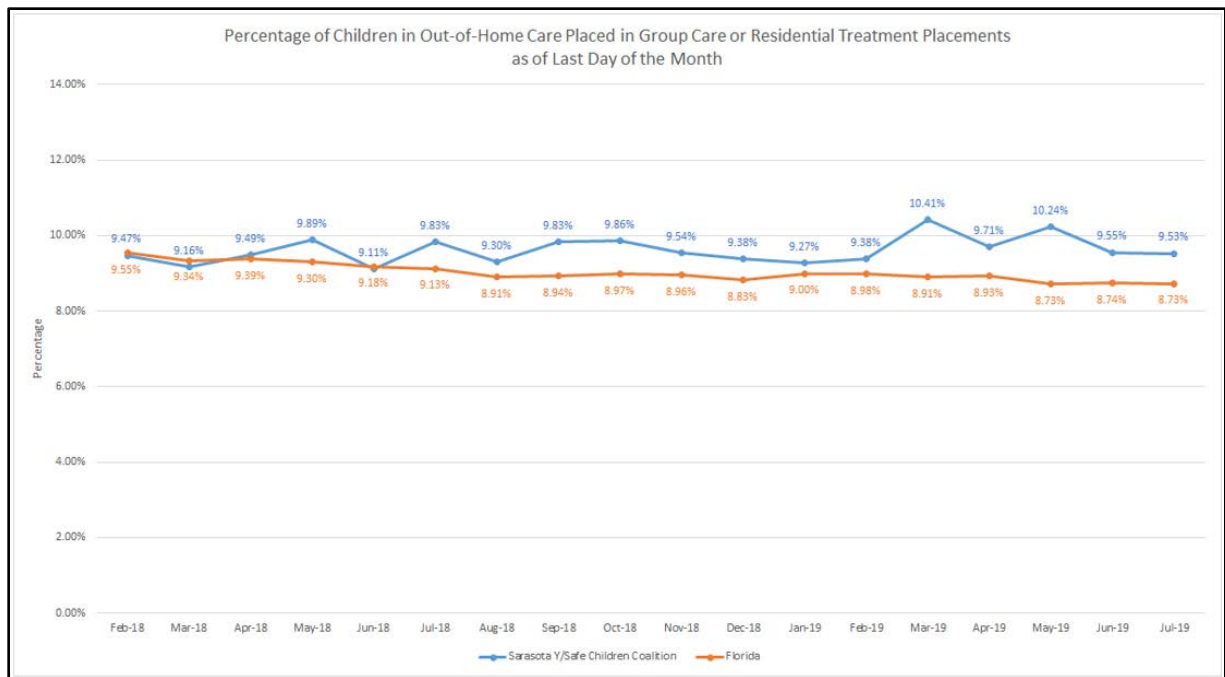
As of July 16, 2019, the percentage of children ages 6-17 being served by SCC placed in group care was higher than the statewide average.

SCC is trending up on placements in licensed foster care and with approved non-relatives while trending down on placements in group care and with approved relatives.





SCC has been above or at the statewide average for children placed with relative or non-relative caregivers for at least the last 18 months.

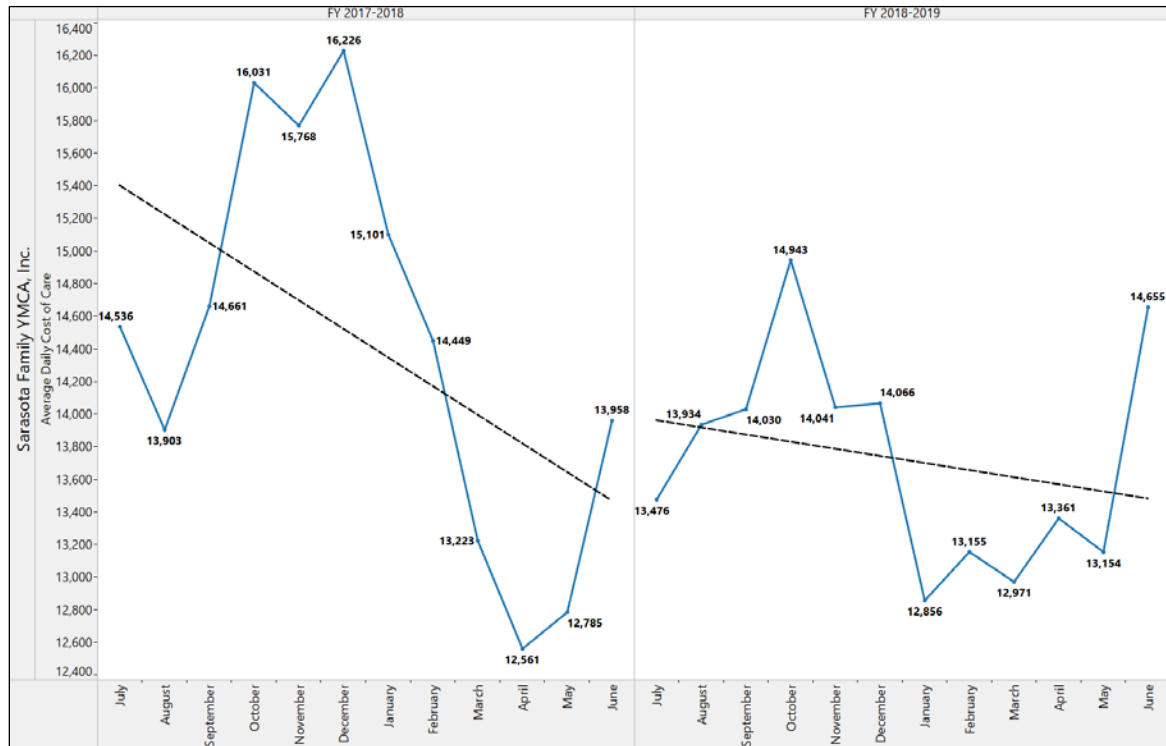


SCC has exceeded the statewide average for children placed in group care and residential treatment facilities for 15 of the last 18 months.

Safe Coalition for Children Out-of-Home Placements by Type (Source: Child Welfare Dashboard – Children in Out-of-Home Care)					
As of:	6/30/2019	6/30/2018	6/30/2017	6/30/2016	6/30/2015
Relative/Non-relative	566	637	687	588	437
Foster Home	312	250	272	214	236
Group Care/Residential Treatment Placements	97	95	111	144	75

The number of children in foster home placements has increased significantly since FY 2015-2016 while the number in group care/residential treatment placements has decreased over the same time period.

Average Daily Cost of Licensed Residential Group Care



The chart above shows the trend in **average daily residential group care** expenditures since July 2017.

As shown in the tables below, SCC decreased the number of children in licensed residential group care in FY 2018-2019 from the previous year. The biggest decrease was children ages 6-12. The median daily rate remained the same for ages 6-12 and 13-17.

Source: FSN Payments via Tableau software (OCA Disposition Dates through 8/31/2019)

Sarasota YMCA (Contract # QJ2B0)				
Total \$ of FSN Payments to Licensed Residential Group Care (OCA LCRGE)				
Ages	FY2017-2018	FY2018-2019	Increase/(Decrease)	% Increase/(Decrease)
0-5	\$102,257	\$9,647	-\$92,610	-91%
6-12	\$1,891,805	\$1,439,977	-\$451,828	-24%
13-17	\$3,275,654	\$3,563,695	-\$288,041	-0.9%

Sarasota YMCA (Contract # QJ2B0)				
Total Number of Unique Clients in Licensed Residential Group Care (OCA LCRGE)				
Ages	FY2017-2018	FY2018-2019	Increase/ (Decrease)	% Increase/(Decrease)
0-5	18	14	-4	-22%
6-12	148	111	-37	-25%
13-17	151	140	-11	-7%

Sarasota YMCA (Contract # QJ2B0)				
Median Daily Rate \$ in Licensed Residential Group Care (OCA LCRGE)				
Ages	FY2017-2018	FY2018-2019	Increase/ (Decrease)	% Increase/(Decrease)
0-5	\$95.70	\$59	-\$36.70	-38%
6-12	\$120	\$120	\$0	0%
13-17	\$125	\$125	\$0	0%

SCC also appeared to decrease the amount expended for APD Group Homes and Services but increase the amount expended for SIPP Residential Treatment, Shelter Facility and Residential Treatment/Placement, as shown below.

Sarasota YMCA (Contract # QJ2B0)				
Total \$ of Payments by FSFN Service Type in Licensed Residential Group Care (OCA LCRGE)				
FSFN Service Type	FY2017-2018	FY2018-2019	Increase/ (Decrease)	% Increase/ (Decrease)
APD Group Home	\$249,310	\$210,443	-\$38,867	-16%
Residential APD/DS Services – CBC Funded	\$154,141	\$120,576	-\$33,565	-22%
SIPP Residential Treatment – CBC Funded	\$3,600	\$65,925	+\$62,325	+1,731%
Residential Treatment	\$0	\$57,737	+\$57,737	
Residential Service – CBC Funded	\$65,400	\$33,783	-\$31,617	-48%
Shelter Facility Placement	\$365,387	\$396,016	+\$30,629	+8%
Residential Placement	\$4,187,784	\$4,342,274	+\$154,490	+4%
Total	\$5,025,622	\$5,226,754	+\$201,132	+4%

According to the COU report, SCC has applied and received several grants and negotiated additional resources within the community to supplement and enhance service needs. Funding is provided by Sarasota and Manatee County governments, as well as the Barancik Foundation to provide case management services for Early Childhood Court in Sarasota and Manatee Counties. Manatee County government funds the Family Support and Reunification Program discussed in Section 5 and Casey Family Programs funds a Permanency Specialist position in Manatee County. SCC will benefit from their partnership with Foster Manatee in continued recruitment

efforts for foster parents. The Koenig Foundation provides an annual trust for Manatee County children and youth, the yearly amount varies. The Designing Daughters of Sarasota provide direct assistance to youth in Sarasota County including gift cards, shoes and payment for extracurricular activities. The Board of Directors indicated that funding is one of the things they manage. While this may seem simplistic, it was explained that they do not address whether there is a need for a child to be in a high-end placement, but rather, how to pay for that placement to occur. Focusing on the “how and where” to get funds, rather than their application. One of the Board members indicated that while they are provided of quantitative and qualitative data, it is not necessarily utilized to assess effectiveness of the program.

SCC is continuing to work on case manager retention and bringing caseloads to their targeted range of 15-17 children through over-hiring practices. Case management retention activities remain practical and impactful. The training unit plays an integral role in supporting and enhancing the skills of frontline staff through pre-service training, job coaching and in-services trainings. There is a lack of formal training to support supervisory development through SCC.

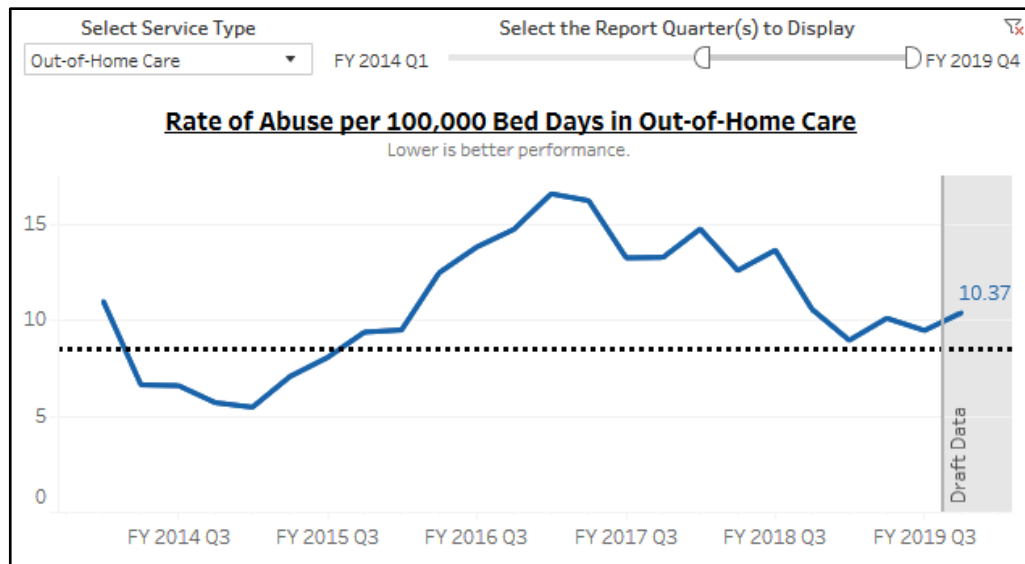
4. Findings related to exits from care including exits to permanence.

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

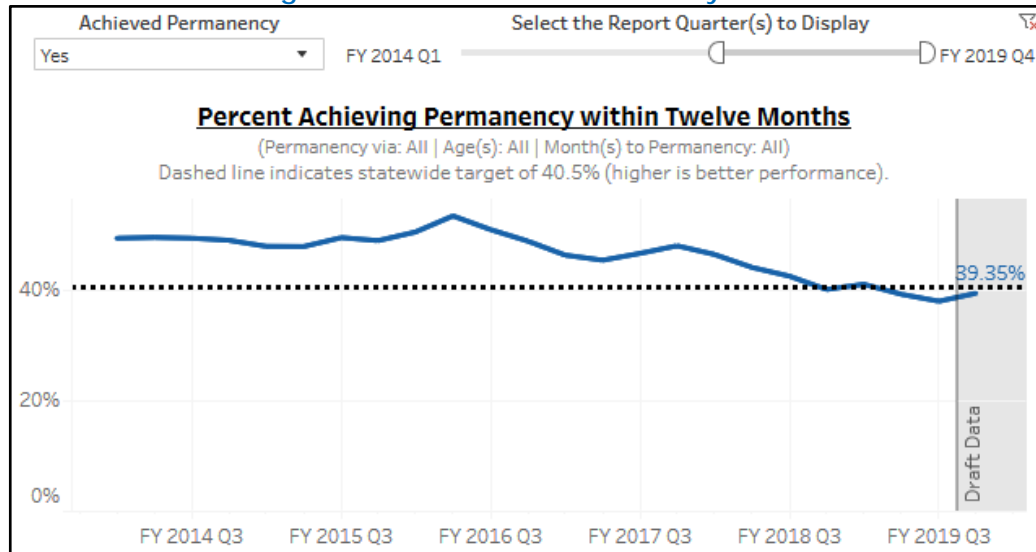
During the last quarter of FY 2018-2019, SCC did not meet the established targets for:

- M01: Rate of abuse or neglect per day while in foster care
- M05: Percent of children exiting to a permanent home within 12 months of entering care
- M07: Percent of children who do not re-enter care within 12 months of moving to a permanent home
- M08: Placement moves per 1,000 days in foster care
- M09: Percentage of children in out-of-home care who received medical service in the last twelve months
- M12: Percent of sibling groups where all siblings are placed together

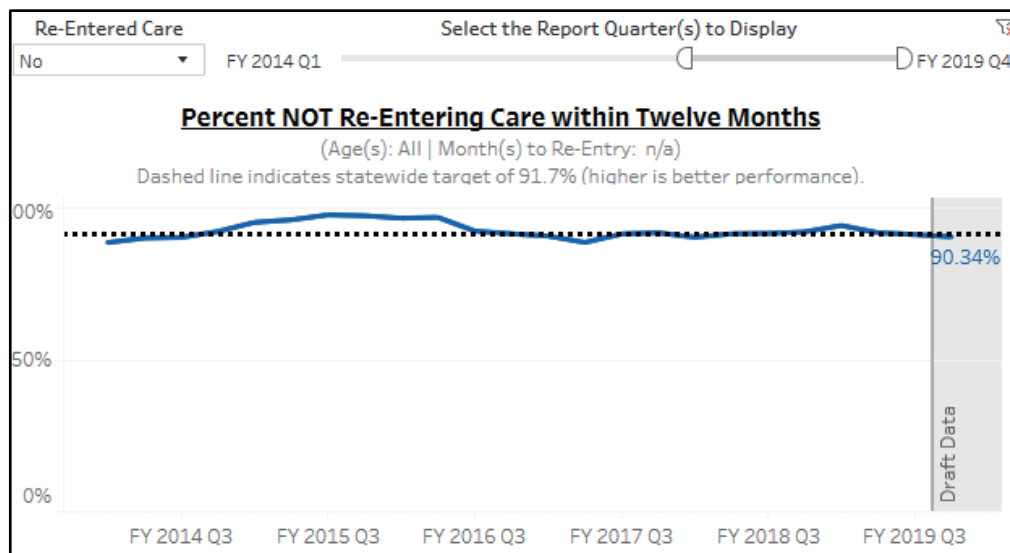


SCC has been above the statewide target since FY 2014-2015 Q4 and was placed on a corrective action plan September 20, 2019.

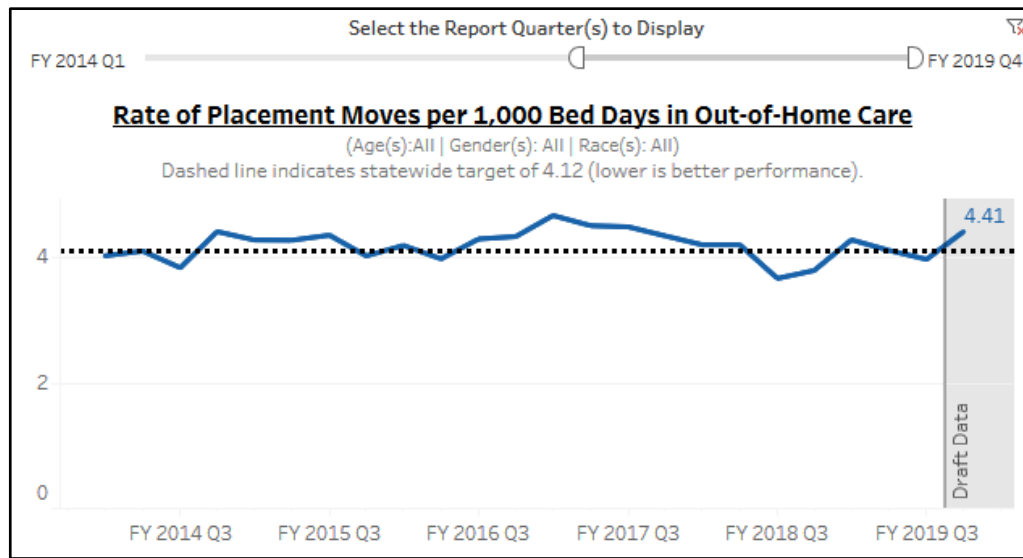
Children Entering Care Who Achieve Permanency within 12 Months



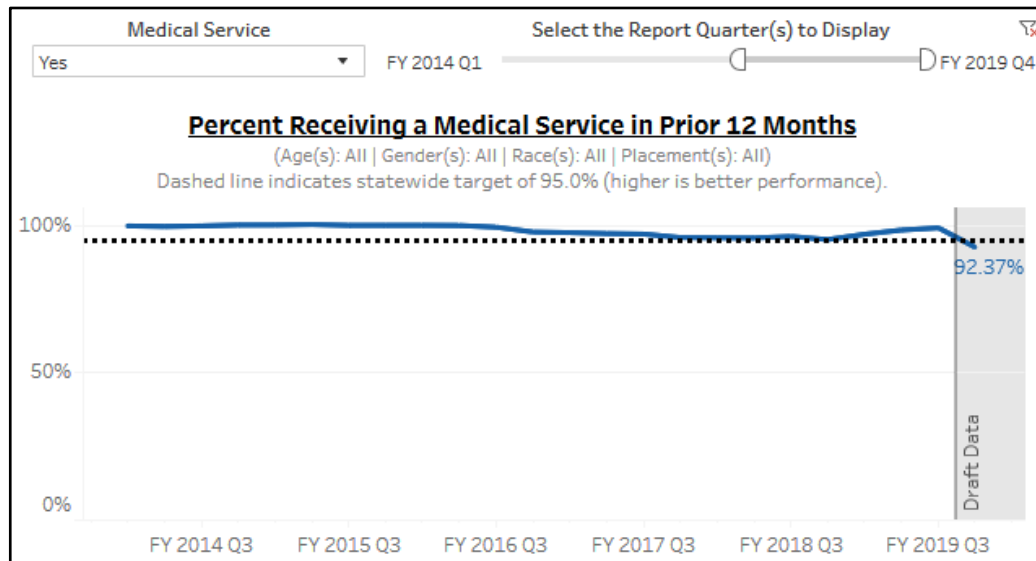
SCC had been exceeding the target with a high of 53.36% in FY 2015-2016 Q2 and then began a downward trend that fell below the target in FY 2017-2018 Q4, then back up to the target in FY 2018-2019 Q1, then back below in Q2 and have not met the target in the past three quarters with their current rate being 39.35% in FY 2018-2019 Q4.



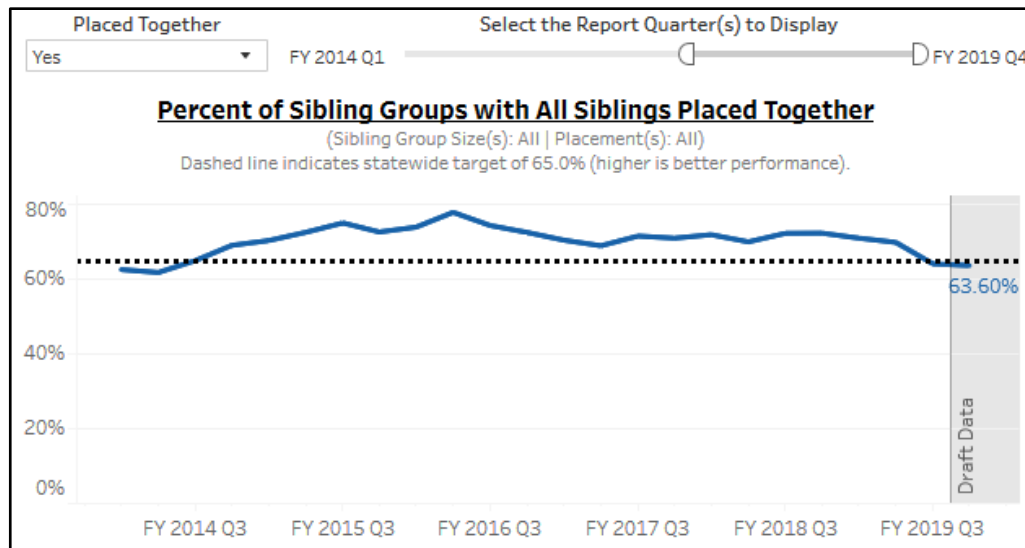
SCC has fluctuated around the target for the past five years from a high of 97.57% in FY 2014-2015 Q3 to a low of 88.50% in FY 2016-2017 Q2. SCC has been below the past three quarters with a current rate of 90.34% in FY 2018-2019 Q4.



SCC has fluctuated around the target rate of placement moves per 1,000 bed days in out-of-home care with a high of 4.67 in FY 2015-2016 Q1 and a low of 3.66 in FY 2017-2018 Q3. The rate has been on an upward trend to the current rate of 4.41 in FY 2018-2019 Q4.



SCC had met the target for the past five-years except for a dip to 94.89% in FY 2017-2018 Q4 and this past quarter with a current rate of 92.37% in FY 2018-2019 Q4.



SCC had met the target since FY 2013-2014 Q4 and this past quarter with high of 77.83% in FY 2015-2016 Q2 but dropped to 64.04% in FY 2018-2019 Q3 and a current rate of 63.60% in Q4.

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 CBC managed these changes? What adjustments to the available array of services have been made? (Service Array covered in Section 1)*
- 5.2. *How has any changes to core services funding contributed to any projected deficits for FY 2018-2019?*
- 5.3. *In what ways are funding dynamics in the CBC unique or atypical of funding in other CBCs?*
- 5.4. *What is the amount of the anticipated deficit for the current year? How reliable and valid are these projections?*
- 5.5. *Are their options other than Risk Pool funding available to reduce the deficit?*
- 5.6. *If the CBC 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?*
- 5.7. *Are there fiscal practices that could be completed with greater efficiency in order to reduce the projected deficit?*

5.8. *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)	FY14-15	FY15-16	FY16-17	FY17-18	FY18-19	FY19-20
Core Services Funding	\$19,313,536	\$19,826,917	\$20,677,650	\$22,294,024	\$22,460,858	\$23,805,509
Risk Pool Funding	\$0	\$1,891,577	\$1,785,000	\$2,719,085	\$1,402,921	\$0
CBC Operations "Back of the Bill" Funding	\$0	\$0	\$709,002	\$0	\$0	\$0
Other Amendments to Initial Allocations	\$21,533	\$192,572	\$56,549	\$390,189	\$867,087	\$341,013
Amended Core Services Funding	\$19,335,069	\$21,911,066	\$23,228,201	\$25,403,298	\$24,730,866	\$24,146,522
Funding not defined as Core Services Funding						
Independent Living (IL and Extended Foster Care)	\$564,234	\$564,234	\$564,234	\$664,114	\$768,388	\$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	\$0	\$0
Safety Management Services (Nonrecurring)	\$0	\$0	\$329,521	\$0	\$329,521	\$329,521
Total at Year End	\$20,199,461	\$22,775,458	\$24,422,114	\$26,367,570	\$26,128,933	\$25,637,056
Maintenance Adoption Subsidy (MAS)	\$6,410,212	\$7,035,052	\$7,277,070	\$7,530,772	\$8,482,703	\$8,768,840
Guardianship Assistance Payments (GAP)						\$46,562
MAS Prior Year Deficit		-\$157,689				
Carry Forward Balance from Previous Years	\$1,520,019	\$1,195,670	\$420,271	\$21,398	\$721,878	\$274,525
Total Funds Available	\$28,129,692	\$30,848,491	\$32,119,455	\$33,919,740	\$35,333,514	\$34,726,983

SCC has had a deficit every year since FY 2015-2016 and received a total of \$7,798,583 for deficits in the past four fiscal years. A deficit in FY 2019-2020 would be the fifth year in a row of deficits.

The total funding for FY 2019-2020 includes increases for the following:

FY 2019-2020 Increases to Funding		
Core Services (increase)	Core Services	\$343,332
Core Services (increase)	Annualization of Guardianship Assistance Program (GAP) licensing positions	\$ 543,461
Core Services (new)	Level 1 Licensed Foster Homes	\$457,858
MAS (increase)	Maintenance Adoption Subsidies	\$286,137
IL/EFC (increase)	Independent Living / Extended Foster Care	\$92,467
GAP Program (new)	Guardianship Assistance Payments	\$46,562
Excess Earnings	Prior Year Excess Earning (non-recurring)	\$341,013
Carry Forward Balance	Carry Forward Balance from FY 2018-2019 (non-recurring)	\$274,525
	Total	\$2,385,355

However, since SCC received \$1,402,921 from risk pool, \$867,087 from prior year excess earnings last fiscal year and had a carry forward balance from risk pool funds from FY 2017-2018 of \$721,878, this total of \$3.0M in non-recurring funds results is a net decrease in funding.

The applications statement that core funding has been consistently below the statewide average is supported by the Department's CBC Core Funding Allocations.

Total Core Services Expenditures

Reported Expenditures by Fiscal Year	FY14-15	FY15-16	FY16-17	FY17-18	FY18-19
Administrative Costs	\$1,029,912	\$1,076,778	\$1,097,410	\$1,110,645	\$1,164,570
Admin Cost Rate (Exp as % of Total Allocations)	3.9%	3.6%	3.5%	3.3%	3.4%
Core Services Expenditures					
Dependency Case Management	\$12,828,984	\$12,696,277	\$12,021,702	\$11,772,163	\$13,242,847
Adoption Services Promotion & Support	\$161,218	\$231,247	\$246,814	\$322,085	\$378,435
Prevention/Family Support/Family Preservation	\$507,639	\$971,505	\$379,031	\$553,090	\$633,612
Client Services	\$661,584	\$1,018,058	\$1,235,453	\$1,676,065	\$1,925,336
Training - Staff and Adoptive/Foster Parent	\$92,532	\$519,418	\$1,270,347	\$1,977,496	\$1,400,260
Licensed Family Foster Home Care	\$1,327,790	\$1,447,678	\$1,663,625	\$2,567,412	\$2,486,309
Licensed Facility Based Care	\$3,473,779	\$5,239,995	\$5,957,165	\$5,268,949	\$5,008,292
Services for Victims of Sexual Exploitation	\$93,276	\$119,555	\$294,610	\$173,800	\$80,102
Safety Management Services	\$0	\$0	\$697,609	\$343,230	\$576,468
Other	\$0	\$0	\$0	\$0	\$0
Core Services Expenditures	\$19,146,802	\$22,243,733	\$23,766,356	24,654,289	25,731,661

SCC total licensed care expenditures last year decreased (by \$400k) for the first time since SFY 2014-2015. While Dependency Case Management costs increased by \$1.5M from the year before. Client Services costs also increased by \$250k.

SCC's 2020 budget projections include the following assumptions:

1. A \$2M (or 18%) increase in Lead Agency Costs. Most of this increase is seen in the Wages & Benefits and Occupancy line items.
2. An increase in Group Care Costs by \$150,383.
3. Despite adding the increase for Level 1 Licensed Care payments, the total Foster Care Subsidies line of the budget only increased by \$113,372 in total.

Projected Deficit

The due date for risk pool applications for FY 2019-2020 from CBCs to the department was mid-September which was before the final FY 2018-2019 expenditure reconciliations were completed. Therefore, applicant CBCs had to make some assumptions about their FY 2018-2019 carry forward surplus or deficit and any excess federal earnings as part of their revenue projections.

In their risk pool application, SCC requested \$3,704,778. They stated funds received would off-set the cost of out-of-home care expenses.

SCC projects a total deficit of \$3,704,778.

No findings were identified in the most recent CPA audit of June 30, 2018.

6. Findings related to overall management.

- Sources: ([CBC Contract Monitoring Report](#), Financial Viability Plan, [18/19 Risk Pool Report](#))
- Summary below; see [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 CBC, the Sheriff (if applicable), case management organizations and other key community partners?*
- 6.2. *How actively and effectively does CBC management track programmatic performance and fiscal performance?*
- 6.3. *What actions have been taken by the Region and/or the CBC to resolve the fiscal issues without accessing the Risk Pool? What further actions are planned?*

6.4. *If potential corrective actions or technical assistance is recommended by the Peer Review Team, what is the commitment of the Region and the Lead Agency to follow through on those recommended actions?*

Per the COU report, SCC works collaboratively with partner agencies to ensure children and families are receiving needed services. Conflicts are resolved with 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 education 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 bolster partnerships and further ease of services for the community may be beneficial.

FY 2019-2020 Financial Viability Plan

In their design and instruction for the Financial Viability Plan (FVP) templates, the department 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 include:

Factors related to entries into care

- o Partner with the Region (Quality and Legal) to conduct a formal review of shelters. Success measured by decreasing the removal rate per 100 alleged victims from 7.2 to 7.0 by June 2020.
- o Partner with the Department to provide one permanent office/cubby at the CPI office to offer technical support, education and referrals for the CPI's. Success measured by increasing the number of case referrals from 256 to 275 by June 2020.
- o Produce a monthly success story to be shared with all CPI's. Facilitate a monthly Barrier Breaker meeting following the monthly DCF Contracts meeting to allow for DCF CPI, MCSO, Region leadership and SCC leadership to participate. Success measured by increasing the number of barrier breaker meetings held from 0 to 12 by June 2020.

Factors related to the cost of children while in care

- o Caregiver Assistance Program (CAP) staff will meet with each of the CPI offices to discuss the importance of Kinship care and the supports/benefits available to caregivers. Produce a monthly success story to be shared with all CPI's. Success measured by increasing the percentage of children in relative/kinship Placements from 55.4% to 60.9% by June 2020.
- o Relocate informational meeting to targeted locations, i.e. medical home (local hospitals, large Dr's offices). Re-design Facebook posts for specific populations, i.e. "Medical Monday". Success measured by increasing the percentage of children in relative/kinship Placements from 55.4% to 60.9% by June 2020.
- o OHC team to identify two (hard to place/high cost) youth to present the case to Senior leadership team for "out-of-box" thinking. Success measured by stepping down 9 youth within 60 days of staffing by June 2020.

Factors related exits from care

- o Operation's team to present to Senior leadership team all children at month mark 10 that have not obtained permanency. Success measured by increasing the percentage of children who achieve permanency within 12 months from 39.4% to 43.3% by June 2020.

The actions in the FVP does contain specific measurable performance numbers such as a reduction in the number in residential group care (-10% and 9 high utilizers) and increases in the number of children placed in relative/non-relative care (+10%). The plan identifies minimal projected cost savings for the cost of children while in care, but not for other actions in their plan.

SCC continued to work on recommendations from the FY 2017-2018 and FY 2018-2019 Risk Pool. See below for status:

FY 2017-2018	
Recommendation	Actions
It is recommended the Region and SCC explore engaging the managing entity in obtaining the needed services.	Brena Slater, SVP sits on the CFBHN board (Managing Entity). New Action Taken: Brena discussed with CFBHN receiving the specialized funding requested for PRTS (Purchase of Residential Services). CFBHN said they receive a minimal amount for all of the Suncoast Region and Circuit 10 so those funds are utilized at the beginning of the fiscal year. Dara Palmieri, Dir. Operations serves SCC lead with CFBHN with the implementation of the Child Welfare MAT Project (short term project to

	access services/funds for some of our parents). SCC will maximize the available MAT Project funds to streamline services to parents.
It is recommended that SCC continue their focus on Conditions for Return.	SCC's Operations team attends all permanency staffing's (month 3, 6, 9 and 12) to assess and identify cases for conditions to return. The operations staff member assists case management in presenting the "conditions of return" facts. Circuit 12, CLS Managing Director provided an in-depth training on all Conditions for Return to all stakeholders. New Action Taken: SCC has identified 48 lead agency staff (not including case management and diversion staff) that holds a current Florida Certification (Case Manager). The training Department is establishing a "refresher" training for all SCC certified staff on the Practice Model and Conditions for Return. The intent is to increase the staff's knowledge that interact with case managers, caregivers and stakeholders.
It is recommended that the Region perform an in-depth review of removals, as it appears removals have decreased and stabilized in Manatee but increased significantly in other areas of the Circuit managed by DCF.	Action for Child Protection review findings (DCF Investigations) was shared with SCC. Results of the Action review were incorporated into the safety management/ERAT service design. Since the last risk pool review, Manatee and Desoto County removals have increase minimal but Sarasota removals have decreased. However, Circuit 12 removals are still 24% above statewide average.
It is recommended that SCC continue work on strengthening safety management services.	SCC refined its Safety Management Services (please see attachment- Safety Management Service Array).
It is recommended that SCC review placements above the mean, but not the highest cost placements, to determine what the child's true need is and if a step-down placement is more appropriate	SCC has modified the criteria for cases to be reviewed to now include all children in licensed care. August review (Sarasota is attached as a sample, but this is done for all counties)
FY 2018-2019	
Recommendation	Actions
SCC must continue to follow the recommendations of the previous risk pool report.	See Above

SCC must continue to monitor and follow their financial viability plan.	SCC continues to monitor and follow the financial viability plan – updates are submitted to the Department timely.
SCC should submit information for an updated service array rating.	SCC has submitted all information to the Department to re-evaluate the Service Array. We are waiting on feedback on the Service Array submitted (Service Array attached).

Summary of Findings:

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

- The total number of removals by fiscal year has decreased each of the last three years and last year was about the same level as four years ago.
- The total number of exits from out-of-home care (discharges) declined 3% last year from the previous year.
- SCC saw four months with removals higher than the 18-month average of 58 removals per month.
- The number of relative/non-relative placements declined 11% in SFY 2018-2019 but the percentage of Out-of-Home Care in these placements was still at or above the statewide average.
- The number of foster home placements increased 25% in SFY 2018-2019.
- SCC has done a good job of adding front end services as a concerted effort to help decrease the number of children entering care. They are currently rated a “3” on their family support services and safety management services. This rating indicates that the CBC is providing the services consistently as defined, with no capacity issues as demonstrated by no waiting lists and access across all service areas.

Recommendations:

The Peer Review Committee found that SCC qualifies for risk pool funding with a distribution in the amount of \$1,168,948 which is equal to the total of the new service interventions in SCC’s budget and to address a 33% increase in entries into out-of-home care in the first four months of SFY 2019-2020.

The new service interventions identified were:

1. Front Door Diversion/Prevention – Aimed at reducing the percentage of children entering care – Cost \$379,015.
2. Kinship Navigation Program – To increase the percentage and stability of relative and non-relative placements - Cost \$150,000.
3. Expansion of a Reunification Team – To increase the percentage of children reunified timely in Manatee County - Cost \$113,033.

4. Family Initiative Program – To increase the percentage of foster homes retained – Anticipated Cost \$126,900.
5. Florida Baptist Children’s Home – To increase the number of licensed foster homes – Cost \$40,000.
6. Anticipated out-of-home care costs for 33% increase in entries into out-of-home care for July through October 2019 for a total of \$360,000.

Any further distribution will be evaluated in January 2020, with an update of SCC’s budget projections for re-evaluation at that time. Prior to the re-evaluation, SCC must:

1. SCC should 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 and discharges to permanency.
2. SCC must continue to follow the recommendations of the previous risk pool report.
3. SCC should increase efforts toward timely permanency.