

Exhibit A

Please complete all items and submit electronically to the Regional Managing Director. Upon review and concurrence of the Risk Pool Funding Application, the Regional Managing Director will submit the application to the Deputy Secretary for the Department.

Lead Agency Name: Community Based Care of Central Florida, Inc.

Region: Central

Contract No.: GJL57

Address: 4001 Pelee St., Orlando, FL 32817

Lead Agency Contact: Susan Lowe

Phone No.: 321.441.2068

Contract Manager: Sumer Bray

Phone No.: 407.222.2012

This request is being submitted in response to an anticipated current year deficit in excess of available carry forward funds.

Financials:

- 1) Confirm the dollar amount being requested: \$1,713,795
- 2) Confirm that funds will be expended by the end of the current fiscal year: Yes No
- 3) How do you propose to use these funds to address or correct the underlying cause of the shortfall?

The requested funds will be utilized to address shortfalls in the FY 2017/18 budget, which includes both the projected operating deficit as well as the negative carry forward balance from FY 2016/17.

\$1,041,410	Projected operating deficit for FY 2017/18.
<u>\$672,385</u>	Negative carry forward from FY 2016/17

\$1,713,795	Total request
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Full funding of the request will enable CBCCF to end the year with a \$0 balance.

Between FY2016/17 and FY2017/18, the total funding received for contract #GJL57 experienced a net increase of \$14,596. Core funding increased \$786,683 and the initial MAS allocation increased by \$76,585. This gain was offset by the transfer of \$603,466 in non-recurring safety management services funding to core funding, and a \$245,206 reduction in the Independent Living allocation.

	2016/17 Allocation	2017/18 Allocation	Difference
Core Funding	\$54,505,279	\$55,291,962	\$786,683
Independent Living	\$2,312,591	\$2,067,385	(\$245,206)
Safety Mgmt. Services	\$603,466	\$0	(\$603,466)
Initial MAS	\$11,611,188	\$11,687,773	\$76,585
Children's Mental Health	\$705,916	\$705,916	\$0
Total	\$69,738,440	\$69,753,036	\$14,596

The current budget projection and carry forward amounts are informed by a historical view of the agency's contract in Seminole County. In spring 2014, CBCCF began experiencing a significant increase in removals, leading to a greater number of children in out-of-home care. The increase was most notable in Seminole (at the time under a separate lead agency contract), including a 64.97% increase in removals over the three-year period ending September 2016.¹

This sudden increase in removals, coupled with other factors including SDMM implementation and a seven-month lapse in activity within the Seminole dependency court, amplified a concern discussed frequently between CBCCF leadership and DCF: the Seminole contract had been historically underfunded.² Between 2007 and 2015, a period marked by a 14.3% inflation rate, Seminole core funding actually decreased by \$755,253, or nearly 7%.³ Operating as one of the smallest contracts in the state, there was little flexibility in the budget to accommodate any increase in expenditures. Since 2015, the agency has had to make requests for both Risk Pool and Back of Bill funding in an effort to reduce negative impact on services for children.

Though the agency has benefitted from Risk Pool and Back of Bill allocations during this period, none of the funding injections have met the full request, and none have resolved the central concern of a need for increased recurring core funding.

	FY 2015/16	FY 2016/17
Total Risk Pool & Back of Bill Request	\$4,604,450	\$3,678,980
Total Award	\$2,823,377	\$2,822,632
Difference	(\$1,781,073)	(\$856,348)

The after-effects from the FY 2014/15 period continue to impact the financial health of CBCCF. Analyses included with the above-referenced supplemental funding decisions have noted the many barriers beyond the control of the organization; for example: 1) lack of a Children's Services Council in the community, 2) reluctance by the local Managing Entity to effectively integrate funding, and 3) need for the local Agency for Persons with Disabilities office to fund eligible youth and young adults.

CBCCF has implemented substantial operational initiatives which have brought the contract closer to financial stability, but until the central issue of adequate core funding has been resolved, the need for ongoing supplemental funds are likely to continue.

¹ Florida's Center for Child Welfare, Child Welfare Trend Reports. <http://centerforchildwelfare.fmhi.usf.edu/TrendReports.shtml>. 12 month moving average for removals was calculated by averaging prior 12 months worth of removals.

² A comprehensive discussion of these factors can be found in the FY 2015/16 Risk Pool application on behalf of CBCCF – Seminole, #GJ501.

³ U.S. Dept. of Labor Bureau of Labor Statistics' Consumer Price Index. <http://www.usinflationcalculator.com/inflation/current-inflation-rates/>. Core funding in FY 2007/08 was \$10,690,199; in FY 2015/16, \$9,934,946.

The implemented measures seek to both increase operational and budgetary efficiency while continuing to ensure the safety and stability of children in our care. These include:

Combined Contracts

Effective October 2016, contracts #GJ501-Seminole and #GJL57-Orange/Osceola were combined into a single contract, as had been discussed between agency leadership and DCF for some time. The Risk Pool Peer Review Committee Report, published in March 2016, noted that a single contract may "create some economies of scale and provide more flexibility for resource allocation under a single lead agency."⁴ While the resource allocation benefit has proven true, it is worthy to note that the Orange/Osceola contract had experienced a 12.37% increase in out-of-home care placements from FY 2013/14 to 2016/17, while only benefitting from a 4.63% increase in core funding.⁵ Until total numbers served are stabilized, the agency is unlikely to reap the full benefit of this contract flexibility.

Coordination with Alternate Funding Organizations

CBCCF has continued to collaborate with alternate funding organizations for which children and families served by the agency may also be eligible.

Agency for Persons with Disabilities (APD)

In the last year, CBCCF has had more success in coordinating with the local APD office to pick up payment on youth as they turn 18. APD is invited to a monthly call to review cases, and invited to reviews when reunification is anticipated or prior to the child's 18th birthday. However, APD has only picked up 2 youth under the age of 18 post reunification in the entire CBCCF service area. This remains a substantial cost – with rates of up to \$415 per day per child – effecting CBCCF's residential group care expense.

In the last fiscal year, CBCCF undertook two new initiatives to reduce potential cost of APD-eligible youth. First, CBCCF has partnered with the local Legal Aid offices to represent parents challenging APD denials, resulting in several children's placement onto the APD waiting list. Second, the agency is contracting with an APD waiver support coordinator, Amanda Johnson. Ms. Johnson is referred cases in which children are at risk of coming into care simply because parents are unable to provide adequate support for their children with significant developmental needs due to funding limitations. In FY 2016/17, Ms. Johnson was referred 27 cases; all 27 children were successfully diverted from formal entry into care.

Managing Entity

The local DCF Substance Abuse and Mental Health (SAMH) Office, CBCCF and the local Managing Entity have collaborated over the last two years to improve cost-alignment of state-funded services to include meeting the mental health service needs for parents of children in care. In FY2016/17, the agencies developed a integration flow chart narrative allowing for direct referral from child welfare partners to the Managing Entity's provider agencies. Despite holding several meetings with the ME providers explaining integration and the new referral process, there are continued barriers which now includes completed release of information forms for both CMA and CBCCF prior to acceptance of a referral

⁴ DCF Risk Pool Peer Review Committee Report, CBCCF-Seminole County, March 28, 2016.

⁵ DCF Child Welfare Dashboard. <http://www.dcf.state.fl.us/programs/childwelfare/dashboard/index.shtml>.

form. The DCF SAMH Office continues to work with the Managing Entity to increase accountability of their provider network on behalf of CBCCF-referred clients.

Department of Juvenile Justice (DJJ)

From January 2017 – current, CBCCF has been able to divert 20 DJJ crossover youth from entry into dependency through a partnership with the local DJJ office and DCF's Traci Klinkbeil. DCF and CBCCF have appropriately linked very challenging crossover youth with required specialized, out of state residential treatment with significant costs, with no Managing Entity cost sharing. In Orange/Osceola, CBCCF's operational team has noticed an increase in older DJJ-involved youth placed into care. While CBCCF has two experienced liaisons working on potential crossover cases, the volume of these new cases far exceeds capacity to respond. Given the behavioral complexity and clinical needs of crossover youth, they frequently require higher-end group care facilities and are more likely to age out of the system while in care. All parties must stay diligent and collaborative to support this effort.

CBCCF's diversion team has partnered with the local DJJ office in Seminole for a series of cross-training opportunities. Case management have benefitted from information on how the probation process works and what resources are available to support youth and families that are funded through DJJ.

Private Funding

CBCCF has sought funding from private sources to supplement services offered to child-welfare involved children and families. In FY 2016/17, CBCCF received a new award from Heart of Florida United Way for kinship services in Osceola County. This award funds 1.5 positions to support relative caregivers of dependent children in that community, with a goal of decreasing disruption rates and conversion to paid placements, and also reducing time to permanency. In its inaugural year, the program supported 55 such households.

Support for Relative/Non-Relative Placements

As evidenced above, CBCCF places a high priority on supporting children and their caregivers in relative/non-relative placements. Such placements are not only widely understood to be best for the children, but they are also more cost-effective. The HFUW grant award was sought for Osceola to replicate kinship support programming that had began in Orange the year prior. In FY 2017/18, CBCCF is adding an additional sub-contracted kinship services position to ensure this support is available in all three counties.

Additionally, CBCCF is working to improve early notification processes to prevent kinship disruptions. Whenever possible, kinship services staff members are attending case transfer staffings to provide support early on, with the particular intent to reduce conversions to licensed care in the first few weeks and months of a placement. Further, relative and non-relative caregivers are being encouraged to request Placement Support Staffings to resolve concerns in the home; Intake and Placement team members coordinate with kinship staff for inclusion in those meetings.

Case Management

In FY 2015/16, CBCCF finalized an agreement with the Seminole case management agency, Children's Home Society, to adjust resources to appropriately staff for the number and composition of children and families being served by the system. This \$1 million investment is aligned with efforts to maintain fidelity to SDMM and COA safety ratios; smaller caseloads and increased supports allow case managers to more effectively meet the needs of the larger population in care, with a targeted focus on optimal placements and permanency.

In January 2016, the caseload ratio in Seminole was 28:1. As of June 30, it was 15.46:1. Exits from care increased nearly 15% in the same period. CBCCF firmly believes that such an investment is the primary reason that the Seminole system of care has begun to turn around in a healthier, more sustainable direction. The current projected expenditures include a scheduled reduction, by attrition, to the CHS contract, beginning October 2017.

Diversion

CBCCF has continued to augment its diversion teams in a manner which best meet the needs in each of our communities. For example, CBCCF's diversion team in Osceola has a significant presence in truancy court, where the judge has threatened dependency due to lack of family follow-up. CBCCF offers strategic support to these families when the child is at significant risk of entry into out-of-home care; in such a circumstance, the investment in supports like mentoring and counseling far outweigh the potential costs of the child entering care, both financially and for the child's wellbeing.

In Seminole, Captain Mike Coscia assumed leadership of the Child Protective team in June 2016. Captain Coscia has exhibited a greater willingness to partner, including accommodating the diversion team with co-location and taking part in more training opportunities.

Client Assistance

Client assistance, including those expenditures that could be offset by an alternate funding agency described above, were a driving factor of the deficit in each of the two previous applications. In the most recent year, CBCCF's operations team significantly refined the process for supporting diversion families who do not meet SDMM criteria. These strategies included increased information and referral to local, county and state resources, reducing CBCCF's expense for client assistance for items like rent and utilities.

Safety Decision Making Methodology (SDMM) Supports

CBCCF is the state leader in adherence to the new SDMM practice model, particularly on solutions to achieve proficiency at all levels within the system of care. CBCCF partnered with the regional DCF office to pilot a proficiency model which is now being reviewed for application on a statewide level.

Beyond the case management level, CBCCF is the only lead agency that requires all of its own operations team and case management leadership (supervisor through Director of Program Operations) to participate in and successfully complete a comprehensive, multi-layered proficiency process. Through June 30, 2017, 100% of CBCCF Operations teams,

100% of case management Program Directors, and 80% of case management supervisors had achieved this level of proficiency.

In addition to this proficiency model, CBCCF is currently planning for a "Proficiency 2" phase to further inculcate the practice model into service delivery, and is developing a program known as "SDMM Savvy" for individuals outside of direct service. This will allow all unsafe children, including those in paid placements, to safely return home expediting permanency and reducing expenses.

Finally, CBCCF continues to advocates for system of care stakeholders, such as Children's Legal Services, Guardians ad Litem, and judges, to embrace conditions for return aligned with SDMM.

The efforts described above are ongoing, and have begun to prove successful. In FY 2014/15 – the period in which removals were at their greatest by volume – there were 315 more children entering the system than exiting. CBCCF began implementing operational improvements targeted at the increased population, with a goal of timely exit to permanency. In FY 2016/17, there were only 35 more children entering the system than exiting, and in Seminole – where the problem had been most severe, and the greatest investments were made – there were 50 more exits than removals.

Removals during Fiscal Year⁶

	2016/17	2015/16	2014/15	2013/14	2012/13
Orange/Osceola	949	826	894	840	707
Seminole	253	321	349	225	176
Total	1202	1147	1243	1065	883

Exits during Fiscal Year⁷

	2016/17	2015/16	2014/15	2013/14	2012/13
Orange/Osceola	864	846	729	747	927
Seminole	303	264	199	145	152
Total	1167	1110	928	892	1079

Difference between Removals and Exits during Fiscal Year⁸

	2016/17	2015/16	2014/15	2013/14	2012/13
Orange/Osceola	85	-20	165	93	-220
Seminole	-50	57	150	80	24
Total	35	37	315	173	-196

The above charts indicate that the efforts of CBCCF have begun to stem the tide. Relative to the number of removals, in FY 2013/14, CBCCF completed exits at a rate of 83.7%. In FY 2016/17, the agency completed exits at a rate of 97%. While this represents significant progress, exits will need to far exceed removals in order to reach levels that are more financially sustainable.

⁶ Florida's Center for Child Welfare. Child Welfare Trend Reports. <http://centerforchildwelfare.fmh.usf.edu/trendReports.shtml>

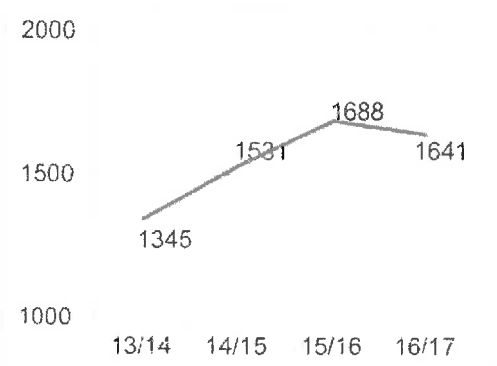
⁷ DCF Child Welfare Dashboard. <http://www.dcf.state.fl.us/programs/childwelfare/dashboard/index.shtml>.

⁸ DCF Child Welfare Dashboard. <http://www.dcf.state.fl.us/programs/childwelfare/dashboard/index.shtml>.

Overall, the number of children in out-of-home care has increased 22% during that time (68.94% increase in Seminole, and 12.37% increase in Orange/Osceola).

Average # of Children in OHC during Year⁹

22% Increase over Four Years



Average # of Children in OHC During Year – Seminole Only¹⁰

69% Increase over Four Years



During the same period, however, core funding has not kept pace with the need for services. Total core funding (Orange/Osceola and Seminole, combined) has increased by just 7.08%, or \$3,655,855. Notably, \$603,466 of the increase in the most recent year has been a shift of Safety Management Services dollars to Section A of core funding. While the funding is now recurring, this represents a re-allocation of an expenditure for which the agency had been previously responsible. Adjusted for this, core funding has increased just 5.91%.¹¹

Core Funding Allocation, Orange/Osceola and Seminole, Combined¹²
7% Increase in Funding over Five Years



Simply put: the measures CBCCF has in place are working. We acknowledge that there is still work to be done and we eagerly continue on that path. However, failing to fully fund CBCCF's deficit and negative carry forward may force the agency to pull back on these measures far too soon.

⁹ DCF Child Welfare Dashboard. <http://www.dcf.state.fl.us/programs/childwelfare/dashboard/index.shtml>

¹⁰ DCF Child Welfare Dashboard. <http://www.dcf.state.fl.us/programs/childwelfare/dashboard/index.shtml>

¹¹ Analysis has not taken into account the rate of inflation during this period, 5.4% between 2013 and 2017, based on U.S. Dept. of Labor Bureau of Labor Statistics' Consumer Price Index. <http://www.usinflationcalculator.com/inflation/current-inflation-rates/>.

¹² DCF Schedule of Funds, CBCCF-Orange/Osceola #GJL57 and CBCCF-Seminole #GJ501.

Lead Agency Name: Community Based Care of Central Florida, Inc.

Region: Central

Contract No.: GJL57

Lead Agency CEO/ED Name: Glen Case!

Lead Agency CEO/ED Signature

Date

9-29-17

CBC Contract Manager Name: Sumer Bray

CBC Contract Manager Signature

Date

10/3/17

Regional Managing Director Name: William D'Aiuto

Please confirm the following:


The Lead Agency submitted a Financial Viability Plan. Yes No

The Lead Agency is actively working its Financial Viability Plan. Yes No

Please check the applicable box to indicate your level of support of this application

Concur

*Do Not Concur

For 
Stephanie Weis
Regional Managing Director Signature
William D'Aiuto

10/3/17

Date

*Rationale:

(This item must be completed if "Do Not Concur" is checked.)

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