

2021-2022



[NETWORK MANAGEMENT PLAN]

The Network Management Plan describes the complex yet intelligently organized and increasingly comprehensive system of services and supports that evolved to effectively and efficiently attend to the complex needs of the abused abandoned and neglected children of Broward and Palm Beach Counties and their caregivers.

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Introduction

ChildNet created and delivered to the Department of Children & Families its first Network Management Plan in May of 2003. That Plan began with a statement of the following core beliefs:

- Truly successful Community Based Care in Broward County will require the fullest possible support from the broadest possible array of those who locally provide and fund health, education and social services for Broward's children and families.
- Establishing and maintaining that support is sufficiently important to require the focused attention of a distinct Network Development Department.
- Establishing and maintaining that support will require consistent, continuing and honest communication with these vital CBC stakeholders.
- Establishing and maintaining that support will also require that decisions about current and needed services be based on thorough and continuing communication about and analysis of meaningful and reliable data.

It is a testament to the soundness of those beliefs that they continue to direct the agency's current Network Development efforts, whose thorough description follows in this, ChildNet's Network Management Plan for the Fiscal Year 2021-2022. This Plan describes the complex yet intelligently organized and increasingly comprehensive system of services and supports that has since evolved to effectively and efficiently attend to the complex needs of abused, abandoned and neglected children and their caregivers. The current plan also reflects the impact of ChildNet's expansion to Palm Beach County. Soon after that happened in October, 2012 it became apparent that effective and intelligent operation of networks in two very different counties necessitated a local approach best accomplished through the leadership of a local Executive Director supported by multiple agency departments rather than by a separate and centralized Network Development Department which originally built and maintained the Broward network. The substantial statewide success of Community Based Care, Florida's privatization of foster care and related services, is largely attributable to its facilitating the development of local systems of care specifically aligned with and responsive to the unique resources and needs of local communities. It is imperative that ChildNet's networks in Broward and Palm Beach do the same and this change in ChildNet's approach to network development and management is intended to do precisely that.

Overview

A fundamental feature of Community Based Care, Florida's privatization of child welfare services, is that it supports the development of uniquely local systems of care that recognize the specific needs, beliefs and resources of individual communities. It is, therefore, not surprising that the Community Based Care "networks" built in Broward and Palm Beach likely differ in several ways from those developed and managed by other Community Based Care (CBC) lead agencies in Florida, and likely differ even more dramatically from child welfare networks seen elsewhere in the nation.

The "network" of child welfare services that ChildNet "administers" in each county is actually a uniquely local hybrid constructed of services supported, managed and monitored by several entities and funding sources. At the core, most closely and directly controlled by ChildNet, are those fundamental child welfare program services which ChildNet pays for and manages through traditional and formal subcontracts. All providers of these **Subcontracted Services** are subject to a thorough credentialing process. Their subcontracts define specific measurable program outcomes that align with those contained in ChildNet's contract with the Department of Children and Families and several formal processes provide for the consistent review of subcontracted program performance. There are several different *service areas* within the Subcontracted Services component of the network. By far the largest, in terms of clients served and money expended consists of **residential programs** that serve children who have been removed from their homes and placed in foster care, technically licensed out-of-home care. In previous years, **dependency case management** in Palm Beach was subcontracted exclusively by one agency and was taken in house by ChildNet in 2019 upon notification by the provider that they were no longer interested in providing the service. Dependency Case Management is now primarily managed by ChildNet with a small subset subcontracted out to one provider in Broward. A smaller but still substantial service area within Subcontracted Services consists of **family preservation and prevention programs** that seek to support families and prevent either their entry into the dependency system or the removal of children from their natural or substitute caregivers. A third subcontracted service area consists of comprehensive **family reunification and strengthening programs** that target families whose children have been removed, with a goal of facilitating the timely, safe and stable reunification of these children with their families. The final service areas within Subcontracted Services for both counties include programs that provide either very specialized and targeted **Safety management services, transitional independent living services or childcare services**.

A second component of the networks consists of those individual services, as opposed to programs, which ChildNet also pays for but does so by directly purchasing them from service providers usually on an individual case by case basis and using briefer, less detailed processes and documents such as professional service agreements, rate agreements and purchase orders as opposed to more intricate and prescriptive subcontracts. These **Purchased Services** include services offered by both agencies and by individual, private practitioners such as tutoring, legal services and specialized assessments or therapeutic interventions that ChildNet must use its funding to purchase because they are not supported by other local, state or federal funding. They also will sometimes include the purchase of a residential "bed" typically in a program under contract with another CBC lead agency or another state agency such as the Agency for Persons with Disabilities or the Agency for Healthcare Administration. ChildNet systematically and carefully credentials

the providers of these services. Monitoring and evaluation of performance, however, is often less direct and less intricate than with the subcontracted programs. Outcomes often, for instance, may consist simply of the timely and complete provision of the specified service or assessment rather than the more global indicators of client success demanded of subcontracted programs. ChildNet may also rely extensively on receipt and review of the oversight of the purchased service provider by other entities and agencies that contract with or license the service provider.

The third component of the network is comprised of all those services received by the children and families under ChildNet's supervision which ChildNet does not pay for. These **Coordinated Services** include a broad spectrum of health, educational and social services funded by local entities such as Children's Services Councils, Boards of County Commissioners, School Boards or Districts, Early Learning Coalitions, Managing Entities for substance abuse and mental Health, United Ways, CareerSource and state agencies, such as the Florida Department of Juvenile Justice, the Agency for Persons with Disabilities and Florida Medicaid. In both counties these services are especially plentiful and especially crucial to the local success of Community Based Care. Special processes and features of these services designed specifically to meet the needs of ChildNet clients are frequently, but not always, described in interagency agreements or memorandums of agreement. These agreements may sometimes include descriptions of desired outcomes and mechanisms for reporting of client progress but more global reports of program effectiveness and outcomes typically remain the responsibility of the entity funding the service.



ChildNet's Community Based Care Network



Subcontracted Services

- ChildNet pays
- Programs rather than a single discreet service
- Credentialed service providers, typically agencies rather than individuals
- Comprehensive, detailed document
- Stringent, centralized management, oversight and access of program services



Purchased Services

- ChildNet pays
- Individual services rather than programs
- Credentialed service providers – agencies or individual, private practitioners
- Formal document but less detailed and prescriptive than subcontract
 - i. Professional service agreements
 - ii. Rate agreements
 - iii. Purchase orders
- Less formal and prescribed management, oversight and access – may rely on that done by other entities that license and/or contract with service provider



Coordinated Services

- ChildNet does not pay
- Vast array of local health, human and educational services accessed by ChildNet clients and caregivers
- Credentialing/licensing is done by payer
- Interagency agreements and memorandums of understanding may define special relationships and processes for ChildNet clients
- Rely primarily on oversight and management by payer.

Subcontracted Services

The Array of Subcontracted Services

Upon its entry into Palm Beach County in 2012, ChildNet chose, as it had when it began in Broward in 2002, to initially maintain the array of subcontracted services that it inherited from its predecessor. The purposes in both instances were to facilitate community engagement, support and stability in the face of considerable current and potential community crisis and concern. The strategy has proven remarkably effective in both instances. It has also, understandably, resulted in the networks in both counties looking similar in their overall construction and organization but often different in their specific programs and components. In all, during the 2021-2022 fiscal year, between Broward and Palm Beach, this segment of the network includes 47 agencies providing 87 programs through subcontracts with a total value of \$37,937,032. The array of subcontracted network services consists of the following service areas:

Residential Services (36 subcontracts with a total annual value of \$27,450,239¹):

This, by far the largest segment of the local service array developed by ChildNet and its network of service providers, includes foster care, residential group care and shelter care. This is also the one area where the counties most closely resemble one another. Similar, often the identical, service providers offer very similar programs in both counties and many of the programs and the placement of children in them are considered regional.

Primary among the lessons gleaned from Broward's child welfare experience, both prior to and since the transition to Community Based Care, is the need for the broadest possible array of residential choices for children in care. ChildNet's discovery upon its expansion to Palm Beach of substantial numbers of dependent Palm Beach children actually placed outside of the county due to limited local capacity dramatically reinforced this belief. Broward and Palm Beach dependent children are a collection of very unique and diverse individuals who as a group present a myriad of complex needs and challenges. Effectively meeting those needs is not simply a matter of creating a specific number of beds but rather requires developing residential options that actually are appropriate for and sensitive to the needs and characteristics of the very real children who actually inhabit the local dependency system. ChildNet and the 27 agencies offering subcontracted residential services have worked diligently to develop those options which at the start of the 2021-2022 fiscal year include:

Foster home management: ChildNet contracts with 14 agencies to recruit, train, manage and support at minimum, a total of 702 licensed foster homes annually. These agencies provide care to both children with traditional needs and requires little to no intervention and children with varying levels of needs. Each of these programs develops and maintains homes with unique supports, services and training that target children with a unique need or problem. These include children with mental health, behavioral and substance abuse problems, developmental delays, those displaying sexually reactive behavior and those who may require caregivers especially sensitive to a gender identity. Also included in this category are Medical Foster Home beds provided by agencies that offer enhanced supports and training that is funded by Florida Medicaid for children with serious and special medical needs.

Foster Home Management – 572 homes through subcontracts with 12 agencies with a total annual value of \$7,918,294.

Agency foster homes – 6 homes through a subcontract with one agency with a total annual value of \$908,277. These homes are licensed as foster homes and have live-in parents who receive a stipend and substantial agency support to help them serve either several teens or large sibling groups.

Foster family group homes – 1 home subcontract with just one agency with a total annual value of \$613,200. The newest and most innovative model serves the most challenging teenagers in the dependency system. These licensed foster homes also with live-in parents receive higher compensation and substantial agency support to help them serve four of the most challenging youth. These foster parents' sole responsibility is to care for the children placed in the home.

Professional foster homes – 5 homes provided through a subcontract with one agency with a total dollar value of \$343,155. These two parent homes are licensed as foster parents where one parent works full time in the home and are always readily available to meet the needs of the youth. These homes are typically licensed to care for one youth and is a unique approach to provide teenagers with chronic behavioral issues the opportunity to reside in a family-like setting.

Neighborhood foster homes – 21 homes through subcontracts with three agencies with a total annual value of \$4,464,096. Each program offers more suitable placement options for sibling groups. At the core of this model is the inherent level of support that is provided to the children and foster parents due to the foster homes' close proximity to both agency and each other. These foster parents receive increased levels of formal and informal support.

Residential Group and Shelter Care: ChildNet, and the state of Florida, have in recent years substantially reduced the use of congregate care for dependent children. However, there remains a substantial number of dependent youth for whom it continues to be especially challenging to find foster homes. For these children ChildNet has developed a wide range of group and shelter care options designed to specifically meet the unique needs of these children in the most comfortable, and least institutional, setting possible. None of the group home settings serve more than 10 children. The total local inventory between the two counties consists of 19 programs offered by 13 agencies that provide a total of 165 beds at a total annual cost of \$13,203,217. The programs and the populations they serve include:

Residential group care for teens with moderate behavioral challenges – 5 agencies operate 5 programs with a total capacity of 54 beds at a total annual cost of \$2,918,361 for teens who either do not want to live in family settings or whose behaviors have prevented their placement in a foster home.

¹ Regional Subcontracts are only calculated once.

Residential group care for teens with extraordinary needs – 7 agencies operate 9 programs that have a total capacity of beds through subcontracts with an annual total value of \$8,081,378. Children served in all of these programs meet the criteria of “extraordinary children” as defined in Florida Statutes. Most have extensive juvenile justice involvement, histories of chronic runaway and aggressive behavior and, frequently, substance abuse or emotional disturbance. This category also, however, includes several homes for children who do not fit these statutory criteria but whose needs are most certainly unique and special. One, Swaying Palms at Miller House, is a 4 bed home designed to meet the special challenges of foster care youth with especially significant developmental delays. Also, included in this category are two homes that rely on houseparent teams to provide the unique services and supports needed by 7 pregnant and/or parenting teen moms. A recent addition to this category is ChildNet’s unique approach to serving these teens with extraordinary needs. This approach consists of small-census group homes housing no more than four teens and infusing substantial amounts of intensive services and supports into each home. This model is operated by three agencies serving 12 youth.

Residential treatment – 1 agency operate therapeutic group homes that have a total subcontracted capacity of 10 beds and a total annual cost to ChildNet of \$678,243. These programs are jointly funded by ChildNet and Florida Medicaid. ChildNet’s subcontracts are for the room and board of the dependent youth admitted to these programs while Medicaid contracts for and provides funding that supports the intensive therapeutic services that are provided in these short term treatment settings for children with severe emotional disturbance.

Emergency shelter care – Subcontracts with 2 agencies, at a total annual cost of \$557,720, offer 12 beds for the temporary placement of children ages 0 through 12 while they await placement in a more stable or permanent setting. Several years ago in Broward, the total number of subcontracted beds serving children 0 – 12 years of age was 108. The successful reduction in system reliance on shelter, as with most successes in the local child welfare system, had several causes, including new and improved circuit wide foster home recruitment and retention strategies, enhanced placement protocols and innovative foster home reimbursement methodologies.

Dependency Case Management (1 subcontract with a total annual value of \$648,889):

At first glance this would seem to be the single biggest difference between the two counties. In Palm Beach ChildNet has a single subcontract with Children’s Home Society to provide all the county’s dependency case management. In Broward, ChildNet ceased subcontracting for this key child welfare service in 2004 but has since then provided the service itself. The reasons for that shift were several but primarily included a desire to eliminate significant confusion among local stakeholders about responsibility and accountability when children and their families were being served by several case management providers and to increase the independence between case management and foster home management in an environment where many agencies were providing both services, a situation perceived by some as potentially promoting conflicts of interest. Interestingly, the Palm Beach contract with CHS demonstrates an equally effective way of addressing those very same issues. Prior to agreeing to become the lead agency in Palm Beach, ChildNet specifically requested that CHS, which historically had been one of two or three local dependency case management

programs, agree to become the county's single centralized provider of the service. CHS willingness has allowed for Palm Beach to now resemble Broward in there no longer being any confusion for local stakeholders and system participants about who is responsible for a dependency case and its effective management. The potential for the perceived conflict of interest has been addressed by ensuring that any recruitment, training and support of Palm Beach foster homes by CHS will only be done through a separate subcontract with the agency's Intracoastal Division led by its own Executive Director and her staff, totally independent of the Palm Beach Division with whom ChildNet separately subcontracts for dependency case management. As a result of the above perceived conflict, in Broward ChildNet has cautiously approached outsourcing this service on a much smaller scale with SOS Children's Villages. SOS provide dependency case management services solely to children residing on their campus and their siblings who may be placed elsewhere.

In 2019, CHS provided notification that they were no longer interested in continuing to provide dependency case management services. Currently in both Broward and Palm Beach, ChildNet is the primary provider of case management services which includes statutorily mandated transitional independent living services to dependent youth including administration of Florida's Extended Foster Care program and services to those youth 18 and older who enroll in Postsecondary Education Services and Supports (PESS) program. In Palm Beach, however, ChildNet subcontracts with Vita Nova, a longtime local leader in working with transitioning youth, to administer the local PESS program.

Family Preservation and Prevention (13 contracts with a total value \$5,300,159):

Included here are several programs in both counties that offer intensive in-home support and case management services to a variety of target populations intended to either prevent removal or, for youth already removed, prevent placement disruption. In Palm Beach, One Hope United and supports for families referred by protective investigators in the hopes that they may prevent formal dependency system entry and judicial oversight. Also included in this service area are adoption and adoption support services provided by Kids in Distress in Broward and Children's Home Society in Palm Beach. In addition, the state currently designates lines of funding intended to specifically support children's mental health wraparound services, services for sexually exploited children provided by Citrus Health Network's CHANCE program, child protection and abuse prevention services and safety management services. Safety management services are used to manage or control the condition(s) that make a child unsafe. While the CPI conducts and finalize their investigation of the maltreatment that makes the child unsafe, the provider, subcontracted through ChildNet, monitors the safety plan instituted by CPI. In Broward, there are 2 subcontracted agencies providing this service. One provider is solely responsible for servicing all referrals for Zip Codes 33311 and 33313, the areas with the highest number of removals in Broward County, and assigned referrals in Zip Codes 33009, 33019, 33020, 33021, 33023 and 33024. The remainder of the county is serviced by another agency that is also the sole provider for this service in Palm Beach. Lastly, in Palm Beach, Camelot Community Care is subcontracted to provide Functional Family Therapy that is designed to maintain children in their homes within the community and prevent out-of-home placements. In addition to Functional Family Therapy, ChildNet recently expanded and added additional evidence-based services to the service delivery in in both Broward and Palm Beach counties. These services include Multisystemic Therapy, and Homebuilders that are specifically designed to keep children in their homes and prevent entry into out of home care.

Family Reunification and Strengthening (9 subcontracts with a total annual value of \$2,536,167):

Here too there are interesting and instructive differences between the two counties. In Broward these services consist primarily of longstanding parent education programs offered by Mental Health America of Southeast Florida and the equally well regarded Kids in Distress Coordinated Family Services which brings together in a single location the services of local substance abuse, domestic violence and parent education providers, a model

which ChildNet would like to eventually replicate in Palm Beach. Also included is Henderson Behavioral Health's Placement Partnership Program offer such services in both counties primarily in cases where the challenging behaviors of teenagers are threatening their continued placement with either their parents or substitute caregivers, therapeutic visitation services. Finally, unique to Palm Beach, is a subcontract with the local Friends of Foster Children, previously Foster and Adoptive Parent Association (FAPA), to provide a host of supports and supplies to foster parents and kinship caregivers and applied behavioral analysis services. While Friends of Foster Children was the original and longstanding provider for kinship support services to relative and non relative caregivers in Palm Beach County, this service was very recently added to the service delivery in Broward. This service is now offered by three subcontractors to provide case management supports for caregivers caring for children placed in their care.

Childcare (2 subcontracts with a total annual value of \$967,515):

In Broward, and in Palm Beach, ChildNet subcontracts with Avidity and Florida United Methodist Children's Home to provide a Pre-placement Supervised Childcare Program at SafePlace and SafePlace II. Unique in the state, SafePlace serves as the intake and assessment center for all local children removed from their homes by Protective Investigators as a result of their suspected abuse, abandonment or neglect. Care for the children is provided by professional and volunteer staff in a child friendly setting built, sustained and enhanced by substantial community donations. This care is enhanced by the on-site provision of trauma informed services by mental health professionals from Avidity in Broward and Parent Child Center in Palm Beach. Key components of these services include completion of a mental health status examination of every removed child aged five and older, development of recommendations and referrals for immediate behavioral health services as appropriate and follow-up to ensure linkage with the recommended services primarily funded through Medicaid reimbursements.

(A complete listing of all subcontracted programs for the 2021-2022 fiscal year is provided as Attachment 1)

Management and Oversight of Subcontracted Services

Contract Management: Primary responsibility for developing and managing ChildNet's subcontracts resides with Contracted Services, a division of ChildNet's Finance and Administration department. Each member of a team of Contract Managers is assigned responsibility for those subcontracts that constitute each of the several service areas described above. Their activities include development and amendment of the subcontract document, oversight of invoice submission and processing, both planned and unannounced visits to program sites, individual technical assistance to program directors and staff, convening of regular group meetings of staff and directors from all programs within a service area and regular gathering of and reporting

on individual program utilization and outcome performance.

Contract Monitoring: ChildNet's Service Quality unit, a part of the Clinical Quality Improvement team is responsible for the formal monitoring of subcontracted programs in both Broward and Palm Beach Counties. Using a standardized tool and following a published schedule the team typically does an intensive review of at least ten (10) providers/programs annually for each circuit. Their evaluation includes a site visit, the thorough review of program and personnel records and documentation, interviews with service recipients, staff and community stakeholders and exit interviews with the program's staff and administrators. Their focus is both on compliance with contractual requirements and quality of service. Following a review of a draft monitoring report with the program's administrators, a final report is developed, shared with management staff and administrators and made available to local stakeholders. If the compliance with contractual terms and/or quality of service does not meet requirements, then the Service Quality team will work closely with the provider on a performance improvement plan on areas identified for improvement.

Licensing: For foster homes, ChildNet's Licensing department, a part of ChildNet's Clinical Quality Improvement team, performs quality review of the foster home initial and re-licensing files and forwards to DCF for the final licensure. Foster home management programs must not only meet the requirements of their contract with ChildNet but they must also continuously meet the mandates of Florida Administrative Code, 65C-45 for foster homes, describing the requirements for the state's licensure of the program. For residential programs, an added and very significant level of oversight is provided by the Contracts department of ChildNet's Administration division. Residential programs must not only meet the requirements of their contract with ChildNet but they must also continuously meet the mandates of Florida Administrative Code, 65C-46 for congregate care programs. Though the Florida Department of Children & Families remains the final decision maker and signer of licenses for these residential programs, in Broward and Palm Beach Counties the responsibility for the gathering, review and evaluation of all materials, credentials and criteria required for licensure rests with ChildNet's Contract team. In service of this vital function the Contracts team and/or Service Quality members regularly visit contracted programs at least annually and work closely with subcontractors to ensure the complete and timely fulfillment of those requirements designed to ensure the program's effective and safe provision of residential services to local dependent children.

Case Management: ChildNet has long believed that dependency case management staff, be it in-house or subcontracted, can and should be invaluable as reliable and independent sets of eyes that can regularly report to the lead agency on the quality of care of every child in the local child welfare system.

The primary formal mechanism by which ChildNet's case managers exercise this monitoring function is through their completion and submission of Provider Observation and Feedback Forms to ChildNet's Contracts Department and Licensing Division. This form, available to all dependency case management staff electronically through ChildNet's Placement Portal allows Dependency Case Managers to immediately provide a detailed description of any concerns or issues that they encounter with a subcontracted program service. All Provider Observation and Feedback Forms are submitted to a designated email address and are automatically routed to both the Director of Service Quality, Director of Contracts, and Director of Foster Home Recruitment and Licensing. Between these three individuals, the Provider Observation and Feedback Form is subsequently assigned to a Quality Specialist or Quality Manager for investigation and follow-up. If the concern involves a licensed foster home, the concern is assigned to a Quality Specialist. If the concern

involves a subcontracted residential provider, the concern is then assigned to a Quality Manager. Results of their investigation are documented, tracked and communicated to the concerned Dependency Case Manager. The assigned Quality Specialist and/or Quality Manager then assumes responsibility for resolution of identified program deficiencies, working with contracted program staff on timely corrective action planning and implementation. All Provider Observation and Feedback Forms and following plans and actions are reviewed by the Director of Service Quality Improvement, Director of Contracts, and Director of Foster Home Recruitment and Licensing and stored electronically and made available on-line via the Common Drive.

Access and Referral of Subcontracted Services

The methods of referring clients to subcontracted program services are several, varying depending upon the type of service being accessed.

All referrals for subcontracted residential program services are facilitated by ChildNet's Intake Placement Advocates (IPA), Service and Support Coordination staff housed at SafePlace in Broward and in the Administrative Offices located in Palm Beach. IPAs are responsible for the referral and placement of all dependent children regardless of whether the program involved is an emergency shelter, residential group home or foster home. However, the process for each of these varies. The two emergency shelter programs, serving children younger than 12 are very similar in their staffing patterns and type of services and supports offered. Selection of a program and placement is based primarily on the immediate availability of a quality "bed." These programs are looked to and used only in those instances when any of a variety of factors precludes the immediate placement of a dependent child in a more natural foster or group home setting, whose selection is always based on a more precise matching of client and program characteristics and needs. Contracted residential group care programs and specialized foster home programs are each designed to meet the specific needs of fairly well defined target groups of dependent children, for example large sibling groups, youth with substance abuse or mental health problems, youth with delinquency or gender identification "issues," and youth with significant developmental delays or medical needs. The IPA will refer youth to these programs following a review of all available intake and assessment data and actual admission typically follows an interview between the youth and program staff to ensure the quality of the fit between child and program. The match between a dependent child and a traditional foster home is equally individualized. In these cases, the IPA provides those foster home management programs that they believe appropriate with the available intake and assessment data and the foster home management program staff seek to identify who among their foster parents can best meet the needs of the individual child or sibling group. Leaving the match of child and family to the staff that truly knows the foster parents, having recruited, trained and supported them, virtually ensures that children are placed with families that are truly right for them.

ChildNet clients typically access the balance of the Network's contracted services through referrals made by their individual dependency case managers. Service Coordination staff assist and support Dependency Case Managers to ensure the appropriateness and efficiency of these referrals. At least one session of pre-service training for every Dependency Case Manager focuses on a description of all currently available contracted program services. A copy of ChildNet's Book of Contracted Services is also made available to all Dependency Case Managers electronically on both ChildNet's Resource Link and its Common Share Drive in the folder that stores all current official agency documents. This vital reference tool is reconstructed annually and

updated during the course of the fiscal year as the inventory of contracted programs is modified. When new contracted programs are developed and implemented, Contracted Services staff attends regularly scheduled staff meetings of all Dependency Case Managers to fully inform them about the program goals, target populations and referral and admission processes. They also facilitate the appearance of the contracted program staff at these meetings to respond to specific case management questions and concerns about contracted program services. This is especially important not only for new programs but also when Contracted Services staff reviews of program utilization suggest that there may be impediments to full program access that need to be identified and addressed. In addition, as an ongoing and primary function of their jobs, Contracts staff counsel and assist individual case managers when they encounter specific challenges or barriers to the access of contracted program services.

Communication: The local development and refinement of the service delivery system for dependent youth and their caregivers must always be an ongoing collaborative effort. Rather than simply demand that subcontractors provide a particular service a strictly specified way, ChildNet has regularly and effectively engaged local service providers in a variety of formats and forums. Annual meetings with each contracted service provider individually offer the crucial opportunity to jointly review individual program successes and challenges and plan modifications to build upon the former and overcome the later. Quarterly meetings of the Chief Executive Officers and Executive Directors of all the subcontracted agencies are convened by ChildNet to provide the chance to together raise and address broader service delivery issues and subsequently develop and implement remedial strategies through smaller workgroups comprised of agency senior administrators and managers. The actual “nitty-gritty” of day to day service delivery system practice and problems are worked out in regularly scheduled monthly and quarterly meetings of program directors and staff from agencies providing like services for example foster home management, residential group care, shelter care, and behavioral health. Finally, a team of contract managers on a daily basis works with individual program staff to immediately address pressing and critical individual program issues and problems. ChildNet also attempts to make basic and critical information about system needs and performance constantly available through the ChildNet website. Stored on that site specifically for network service providers are electronic versions of ChildNet’s Network Provider Manual, Network Management Plan, Policies and Procedures, Training Schedule, Performance and Program Quality Improvement Plan and reports.

Diversity: During the past fifteen years ChildNet has invested heavily in developing, nurturing and expanding an extremely diverse group of service providers. The majority of children served by ChildNet have racial or ethnic minority backgrounds so it is crucial that the agency seek out and meaningfully support minority-owned agencies, and ChildNet has done so in a variety of ways. ChildNet has worked with well-established local agencies, to grow and strengthen their business. ChildNet has also added to Broward’s and Palm Beach’s child welfare community minority owned, and faith-based, agencies such as Project Touch and Community Based Connections. ChildNet “brought” Project Touch, whose founders have Dade County roots and experience, to Broward to serve an especially challenging, and historically ill-served population, teenage girls. ChildNet has provided sustained technical assistance to enable this very capable agency to overcome their inexperience with the many rules, regulations and restrictions attached to publicly funded and state licensed programs and, in exchange, many teenage foster girls have now being cared for more lovingly and responsibly than likely would have ever before been possible. The latter was selected through the most recent competitive procurement after the state rolled-out its new Safety Management Services. Prior to the

selection of this agency, safety management services was provided by Henderson Behavioral Health and a smaller subset was managed by Taylor and Benson Consulting, an agency based out of Massachusetts. Taylor and Benson group provided this service through an incubator process that enabled ChildNet to develop and implement services to meet the specific needs of the targeted community residing in Broward Zip Codes 33313 and 33311, the area with the highest number of removals. Throughout this process, ChildNet worked closely with the Broward Child Welfare Racial Equity Workgroup and Casey Family Program's Corey Best to ensure the services sought and the provider selected would not only be from the community but also understand the needs of the community.

ChildNet has also dramatically expanded its network of service providers and partners in an attempt to better meet some of the unique needs of its clients. ChildNet has grown its foster home management contracts with large national companies like Pinnacle Family Services and Devereux specifically to take advantage of their substantial expertise in serving children with developmental disabilities. ChildNet has also established and grown relationships with smaller local specialty providers serving the same population such as Reyna Group Homes. ChildNet also added prominent New York based enhanced and therapeutic foster care provider Cayuga Centers to its local network and is working to expand its operations southward to Broward County. ChildNet has also looked both locally and nationally to develop relationships with agencies that will help us better serve gay, lesbian, bisexual, transgender and questioning youth. Several years ago, ChildNet partnered with Children's Home Society and Sunshine Social Services (Sunserve) on an initiative dedicated to developing foster homes that would be sensitive to the challenges faced by these youth. In 2007, a national search for new and innovative programs led to bringing the National Youth Advocate Program to Broward and subsequently to Palm Beach, specifically to develop foster homes that would provide enhanced supports and services to these youth.

Faith based organizations: ChildNet has increasingly over the past fifteen years turned to faith based organizations, especially in its attempts to significantly increase the local inventory of quality foster homes. To that end, ChildNet has significantly increased its funding of 4KIDS of South Florida's foster home management program and worked with 4KIDS in developing a model of enhanced foster family group homes that other local agencies are now adopting. ChildNet has also developed and expanded its foster home management program and brought to the Broward and most recently Palm Beach network of foster home management providers Florida United Methodist Children's Home, a longtime Volusia County provider especially effective at recruiting quality homes in the western part of Florida where they offer an array of residential services. Since its arrival in Palm Beach ChildNet has increasingly turned to that county's outstanding faith based child welfare service provider and Place of Hope has responded magnificently, significantly increasing its foster home capacity and continuing to grow and expand its inventory of superior residential settings and services for foster children, transitional independent living youth, pregnant and parenting teens. ChildNet has also over the years successfully encouraged and engaged smaller faith based agencies such as Project Touch and JAFCO, previously hesitant to enter the arena of public funding, to provide high quality group care and shelter care for local dependent youth.

Purchased Services

The Array of Purchased Services

The safe and healthy placement and care of Broward and Palm Beach's dependent youth and the strengthening of their families to ensure either the preservation of their families or their safe and stable reunion with their families are the primary tasks of the local dependency system. They are also incredibly complex tasks that typically require comprehensive and structured programs for their effective and efficient delivery. The local system of care also, however, requires the access of many other more discrete and circumscribed services whose effective and efficient delivery can be accomplished through agreements less comprehensive and complex than those of the subcontracts that ChildNet relies upon to administer residential and family strengthening, preservation and prevention programs. The array of these purchased services and their providers is more fluid than the array of subcontracted services. Moreover, several of the agreements used, purchase orders and rate agreements, do not specify a total amount of funding or clients served but rather an agreed upon amount for the provision of a specified service to a single client. In describing this component of the network it is, therefore, impossible to accurately predict precisely how much will be spent in the coming fiscal year on each service or how many clients will access each service. Included as Attachment 2, however, is a table that, based on recent experience, does describe the several key and major services purchased through purchase orders and their providers. It consists primarily of a wide variety of very specialized assessment and counseling services in addition to such crucial client supports as tutoring and one-on-one supervision. Attachment 3 also provides a list of the Professional Service Agreements executed for the 2021-2022 fiscal year which currently include but not limited to the provision of specialized legal services, drug testing, quality parenting initiative, mentoring, and behavioral health services.

Management and Oversight of Purchased Services

The provision of discrete and relatively straightforward purchased services demands somewhat less intricate and intense management and oversight than does subcontracted program services. Reliance on a team of Contract Managers and Quality Specialists for their continual management or a team of Quality Managers for their complex and thorough monitoring is generally neither necessary nor efficient. Nonetheless, they still require and receive a significant amount of professional attention from a variety of experienced and capable ChildNet staff.

Essential and common to the oversight of any and all purchased services is ChildNet's credentialing process, whose implementation and coordination is the responsibility of a single, Quality Manager. The details of the credentialing process for both subcontracted and purchased serviced providers are described in great detail in ChildNet Policy and Procedure 015.010 - Procurement of Program Services. For all Network Service Providers it includes, at a minimum, receipt, review and approval of the following:

- Agency's service or program description
- Service experience Licensure and accreditation
- Education and training
- Professional references

- Insurance coverage
- Pending litigation or professional liability actions
- Affidavit of Service Provider Standards
- Conflict of Interest Disclosure Form

While implementation of this credentialing process is common to all purchased services, the other processes, procedures and personnel used to manage their administration and oversight vary depending upon the type of document employed.

Professional Services Agreement: Of the three documents used to define purchased services and the reimbursement for their access, the Professional Services Agreement is the only one entered into in advance and reviewed, updated and renewed on a regular, usually annual, basis. It also is the only one that may define a total number of clients to be served and may allocate a total dollar amount to the purchase of the targeted service for those clients. Clearly defined deliverables are negotiated and described in the professional service agreement. Other elements of these agreements are described in great detail in ChildNet Policy and Procedure 015.004 – Contractual Program Standards and Network Provider Relationships. It is certainly a more detailed and prescriptive document than a rate agreement or purchase order and, therefore, does require continual oversight and management by a designated ChildNet Contract Manager. This Contract Manager drafts and facilitates execution of the agreement, provides technical assistance to the service provider, oversees their invoicing and reimbursement and monitors their utilization of allocated funds and their effective provision of the targeted number of service units and deliverables. This Manager also investigates and responds to any concerns or complaints voiced by the ChildNet Dependency Case Managers who refer their clients for these purchased services or by the ChildNet clients who are the consumers of these purchased services. Such concerns may be voiced informally through e-mail, telephone or face-to-face conversations. More formal methods for expressing such concerns include the submission of a Provider Observation and Feedback Form by Dependency Case Managers or submission of a Consumer Concern via ChildNet’s website. ChildNet also relies on the periodic sampling and review by agency experts of the services provided via Professional Service Agreements. For example, ChildNet Behavioral Health Specialists review and report on the timely access, receipt and quality of the Comprehensive Behavioral Health Assessments. ChildNet’s Legal Counsel provides similar oversight of the Immigration Legal Services provided by Legal Aid of Broward and Palm Beach through its professional service agreement and ChildNet’s Director of Foster Home Recruitment and Licensing provides similar oversight of the Quality Parenting Initiative by providing updates and information pertaining to the professional service agreement.

Rate Agreement: Rate agreements are employed almost exclusively to purchase residential beds or placement for a dependent child whose unique needs cannot be met by a subcontracted service provider. This may include placement at a residential program in a Florida circuit outside of Broward or Palm Beach County operated by a service provider who is a subcontractor and/or a member of the network managed by that circuit’s Community Based Care lead agency. Alternatively, the residential program may be one, either in or outside of Broward or Palm Beach County that provides specialized or therapeutic services and is licensed and or contracted to do so by another state agency such as the Agency for Healthcare Administration or the Agency for Persons with Disabilities. These agencies and ChildNet all agree that the most efficient way to administer and manage the delivery of services by these programs is to rely

predominantly upon the agency that has the more primary and enduring relationship with the program either by virtue of managing the local network where the program operates or by already contracting for or licensing the program. Collection and review of copies of contracts, licenses and monitoring reports generated for these programs by the primary funding or licensing entity is the responsibility of a designated ChildNet Contract Manager. As with all other Network services, Dependency Case Managers also provide vital input about the quality of these services both informally and through the submission of Provider Observation and Feedback Forms.

Purchase Orders: Purchase orders are used to formally describe ChildNet’s payment for the one time access of a single specified service to an individual client. The document describes the cost of the unit of service to be provided, the number of units to be provided and/or the limited time for which the service will be provided. The processes for monitoring the delivery of quality services through purchase orders are similar to those used for other purchased services.

Referral and Access of Purchased Services

Subcontracted residential and family strengthening program services are especially amenable to the centralized referral systems employed by ChildNet for their access because such a large segment of cases and clients require them, essentially all those involving or involved in the removal of a child from their home. The need for purchased services is, however, much more individualized and therefore it makes more sense for their access to be facilitated directly by the Dependency Case Manager, the individual child welfare case manager with primary responsibility for the client and their supervision. Referrals for all three types of purchased services (Professional Services Agreement, Rate Agreements and Purchase Orders), then, do emanate from the individual Dependency Case Manager who seeks the specified service for their individual client. For those services that are currently delivered through a Professional Services Agreement they make the referral directly to the service provider. Referrals for services delivered via rate agreements or purchase orders, however, go through a more structured process created to ensure the appropriateness and efficiency of the referral and service access. Referrals for placement in a residential program administered through a rate agreement are first reviewed by ChildNet’s Intake Placement Advocates who first confirm that a placement that would meet the needs of the client is not available through a local subcontracted program and then attempt to identify an available space at an appropriate program that does not have a subcontract. Following identification of an available space, the request is forwarded to the Director of Service Coordination who confirms both the need for the service and the appropriateness of the placement, approves the request, generates the purchasing document and notifies the Chief Financial Officer or designee who executes the agreement and assignment to the contract management staff to administer and manage the rate agreement. On purchase orders, the original referral from the Dependency Case Manager must first be approved by their Supervisor. It, too, is then reviewed by the Director of Service Coordination for service necessity and appropriateness, approved and executed by the Director and forwarded to the designated Contract Manager for administration and management.

Coordinated Services

ChildNet, since day one, has recognized that the well-being and healthy development of dependent children and their families also requires their fullest possible access of quality services that ChildNet does not have the resources to directly contract for. These include childcare, developmental disabilities, domestic violence, education, healthcare, juvenile justice and mental health and substance abuse services. To ensure that this happens, ChildNet relies on its Service Coordination department, on the broad and effective participation of ChildNet administrators and staff on and with those agencies, boards and committees that develop, administer or monitor such services and on the development and implementation of interagency agreements with those entities.

The Array of Coordinated Services

The number and variety of specific non-purchased services and programs accessed by ChildNet clients is certainly too vast to accurately quantify or describe in great detail here. It is also in the area of Coordinated Services that we see, not surprisingly, some of the most significant differences between the two counties. Understandably local history, priorities and resources greatly dictate how, when and where local dependency system clients access these services. All that said, it is important to at least recognize the several key social service systems that they fall into and understand the relationship of ChildNet and its staff to them. They include:

Childcare: Local dependency system clients have benefited tremendously in the past from decisions by both local Early Learning Coalitions to continue prioritization of children in the local dependency system, and those at risk of entry into it, for receipt of Coalition funded childcare subsidies. As a result, virtually every dependent child under the age of nine in Broward and Palm Beach that needs publicly funded childcare can access it. Prior to July 1, 2013 this was equally true for dependent children through the age of 13. Regrettably, legislative action lowered the priority for these older children and now in both counties ChildNet working diligently to identify other public and private funding to support their after school and out of school care.

Developmental disabilities: ChildNet has a centralized system for the referral of Broward and Palm Beach's dependent children to the Agency for Persons with Disabilities (APD). ChildNet is responsible for referring to APD any local dependent child suspected of having a developmental disability. Moreover, this Service Coordination staff member responsible for the referral also monitors the progress of every referral and should the child be denied APD services, initiates the appropriate appeal process on behalf of the child. The success of this system is buttressed by the willingness of APD's local Area Administrator to designate a single staff member at their agency to serve as ChildNet's primary point of contact. The success of this system has historically been enhanced by ChildNet's innovative electronic sharing of information with the County Public Schools, formalized in a separate interagency Agreement with the School Board. The constant availability of

client educational information which it affords ensures that every school age foster care child who has been designated by the public schools as developmentally disabled is, in fact, referred to APD for the services they need and deserve. Finally Broward and Palm Beach refer to the respective Early Step providers all children who meet screening criteria at the initial CBHA and any other assessments that are indicated.

Domestic violence: Agency work on improving access to effective domestic violence services in Broward has been extensive over the years. ChildNet entered into an interagency agreement with Women in Distress, Broward's largest domestic violence intervention services provider, and the Broward Sheriff's Office in 2004 which describes how the agencies will appropriately share client information and jointly participate in staff training. ChildNet also provides funding and referrals to the Glass House, Broward's other major provider of domestic violence intervention services, through its participation in the subcontracted Kids in Distress Coordinated Family Services Program. ChildNet's Service Coordination department also has undertaken truly groundbreaking work in trying to ensure the quality of the domestic violence services that its families receive. This was among the first service systems in which ChildNet's Director of Service Coordination worked with local providers to develop a set of criteria which a non-purchased service provider must agree to and meet in order to be identified to ChildNet case workers as "ChildNet Approved." These criteria and a program's adherence to them are reviewed annually in order for a provider to retain its place on the list of approved providers. This "certification" system has unquestionably increased the confidence of ChildNet staff, and other stakeholders, in the quality of service delivery when the services are being provided by an entity over which ChildNet retains no contractual control. Responding to the discovery of a heightened frequency of dependency system entries and re-entries related to domestic violence in Palm Beach, ChildNet has developed meaningful relationships with the Aid to Victims of Domestic Violence and the YWCA of the Palm Beaches. The local Director of Service Coordination have become members of the Domestic Violence Council of Palm Beach County as a vehicle for better informing dependency case managers about local services and better informing domestic violence "stakeholders" about the local dependency system and its unique needs. This builds upon earlier work done by the Director of Service Coordination that included developing for dependency case managers a list of best and evidence based domestic violence intervention models and local criminal court approved programs. ChildNet has also executed a Memorandum of Understanding with Aid to Victims of Domestic Abuse (AVDA) that will enable that agency to house at local case management and child protective investigation offices a specially trained domestic violence consultant available daily to advise case managers and investigators how best to serve and interact with victim clients.

Education: In both counties the local interagency agreement between the School Board or School District, ChildNet, the Department of Children & Families, the Department of Juvenile Justice, Managing Entities, Agency for Persons with Disabilities and CareerSource serves as the sturdy foundation of an incredibly

effective relationship between the local school system and the local child welfare agency. Reviewed and revised every five years it, among other things, describes and promotes mechanisms for the appropriate sharing of information about the educational progress of dependent children, the appropriate maintenance of the stability of their school placement and the training of school system and child welfare staff in the unique needs and circumstances of dependent children. In both counties its implementation is the primary responsibility of designated ChildNet Service Coordination staff and their counterparts at the at the public school system administrative offices. In both counties Implementation of the Agreement is monitored by specially designated committees made up of a broad group of stakeholders, including the most senior ChildNet management, who meet quarterly. In both counties ChildNet management attend Local Review Teams whose membership, including local public school administrators, addresses both individual and systemic barriers to effective service of mutually served children.

Healthcare: Describing the access of healthcare services by dependent children in Broward and Palm Beach Florida prior to the 2014-2015 fiscal year would serve little purpose other than to remind us of the way it used to be. Beginning on July 1, 2014 in Broward and August 1, 2014 in Palm Beach ChildNet joined lead agencies statewide in its beginning implementation of a Medicaid managed care specialty plan designed specifically for dependent children. The plan is part of statewide Medicaid managed care reform enacted by the Florida legislature during its 2013 session. Following a competitive procurement conducted by Florida's Agency for Healthcare Administration, Community Based Care Integrated Health (CBCIH), a partnership of Sunshine State Health and Community Based Care of Central Florida, was chosen to operate the specialty plan which will attend to all the healthcare needs of the state's dependent children – medical, dental and behavioral. With some slight local variations, all of Florida's CBC lead agencies have now entered into contracts with CBCIH describing and directing the enrollment of children in the specialty plan and the access and coordination of all their care following enrollment. Employing a single managed care network should significantly increase healthcare system accountability, oversight and flexibility. The contracts with CBCIH will also afford lead agencies the ability to hire additional professional staff, including Registered Nurses, who will both oversee the coordination of local dependent children's healthcare and support and advise dependency case managers as they attempt to respond to the often substantial medical, dental and behavioral health needs of local dependent children.

Juvenile Justice: ChildNet reviews of the delinquency involvement of local dependent children in both counties consistently reveal that at least half of the local teens in foster care have had at least one referral to the Department of Juvenile Justice (DJJ). That clearly makes it imperative that the CBC lead agency's collaboration with DJJ be intense and constantly improving. Fortunately, that is the case in both counties. In both there are very active "crossover committees" where DJJ and ChildNet staff, joined by a variety of local stakeholders meet regularly to develop strategies, processes and protocols to facilitate cross system identification of, communication about and service to mutual dually dependent and delinquent clients. In both counties written local agreements supplement statewide agreements between DCF and DJJ in ensuring the stability and durability of these processes. In both circuits annual cross training of DJJ and lead agency staff facilitates the implementation of the processes and communication which

administrators have described in those documents. In both circuits Local Review Teams also meet regularly to address any challenges and barriers encountered by specific mutually served clients. It is a testament to the strength and the quality of the relationship between the two agencies that nearly always such barriers are addressed effectively well before they need to be reviewed by senior administrators in this venue.

Mental health and substance abuse: In this crucial area, also, the work of ChildNet staff and the collaboration between ChildNet and those who provide and fund needed services is thorough and ongoing.

Funding of behavioral health services for Florida's dependent children is primarily the responsibility of the Agency for Healthcare Administration, the state agency that administers Florida Medicaid. Through its partnership with Community Based Care Integrated Health described earlier, designated ChildNet staff manages and facilitates the processes by which dependent children are referred to and access virtually all behavioral health treatment services including residential treatment services such as specialized therapeutic foster care, therapeutic group care and the Statewide Inpatient Psychiatric Program (SIPP). Designated ChildNet Behavioral Health Services Specialist also coordinate the provision of Comprehensive Behavioral Health Assessments, thorough reviews of child and family history and current functioning across several domains for children who have been removed from their homes. These assessments inform the family's case plan and are a vital tool relied upon heavily by local community stakeholders. ChildNet Behavioral Health Services Specialists also provide consultative services to Dependency Case Managers in accessing those services recommended in the assessment and/or required by the subsequent case plan.

Just as important as the timely access of quality behavioral health services by dependent children is similar attention to the behavioral health needs of their parents. The creation of Managing Entities was mandated by the Florida legislature several years ago and they were first implemented in both Broward and Palm Beach counties in 2012. Much like lead agencies do with the state's child welfare funding, Managing Entities receive, manage and administer DCF's substance abuse and mental health program funding through subcontracts with networks of local service providers. Importantly, DCF has also directed them to prioritize improved integration of the behavioral healthcare services and service providers that they support with the local child welfare systems. In Broward and Palm Beach this has been supported by inclusion of ChildNet's CEO and on each Managing Entities Board of Directors. More importantly, it has led to the provision of innovative training and technical assistance to staff from both systems that facilitates improved understanding of both systems processes by each and, equally important, their better understanding of the complex needs of their mutually served clients. It has also led to the replacement in both counties of stale and ineffective approaches to addressing the substance abuse problems of dependency system clients with new and locally unique systems that focus on and facilitate the timely assessment of these clients and their timely and intensive engagement in the treatment services indicated by those assessments.

Referral and Access of Coordinated Services

ChildNet imposes a substantial amount of structured, even centralized, oversight and control over the referral and access of subcontracted and purchased services. Coordinated services, however, constitute a much larger and far reaching universe that is rarely amenable to such controls. Instead, ChildNet has focused its efforts on assisting and supporting Dependency Case managers with advice and assistance in accessing and

navigating the vast array of coordinated services and the systems that provide them.

Behavioral Health Specialists manage the referral for and receipt of the Comprehensive Behavioral Health Assessments completed for each dependent child in out-of-home care, review the recommendations with the Dependency Case Manager and follow-up with the Dependency Case Manager to ensure that recommended services have been accessed. ChildNet's Assistant Director of Service Coordination (in Broward) and Senior Behavioral Health Services Specialist (in Palm Beach) oversee and assist Dependency Case Managers with all referrals for residential treatment services. Designated ChildNet Service Coordination staff assist in the identification of all children with developmental disabilities and oversee and assist with the referral of identified children to the Agency for Persons with Disabilities for the provision of appropriate services. Behavioral Health Specialists in Palm Beach also assist mightily in the timely and appropriate access of behavioral health services through their participation as a consultant to the Therapeutic Children's Court

Education Specialist: ChildNet's experts in the services offered by the Broward and Palm Beach County Public Schools and the means of their access exists solely to help Dependency Case Managers to identify needed services and assist them in advocating for and accessing them. This includes not only the provision of technical assistance and guidance but also frequently interceding and advocating directly when the case requires an especially skilled advocate with well established relationships with school system staff and extensive experience in school system protocols and procedures.

Community Outreach Coordinator: Another member of the Service Coordination team in Broward, offers expertise and assistance for a broader array of services than the other specialists. Primary among staff responsibilities is obtaining and providing Dependency Case Managers with information about housing, economic and employment opportunities and services for their clients and facilitating client access to these services. The Community Outreach Coordinator also coordinates ELC child care referrals, maintenance of the referral portal, ensures open and ongoing communication between Early Learning Coalition of Broward, ChildNet, child care providers, and subcontracted child placing agencies.

Commented [DRP1]: Should this read, subsidized child care?

Commented [DRP2]: Susan, this was updated last by Jennifer Scoff and is very Broward centric.

Local Development and Support of Coordinated Services

Since its inception ChildNet has been acutely aware that it could not alone transform the local child welfare system but, rather, that it would take significant contributions from the several other local and state agencies and entities that fund local social services for children and families. In summarizing the coordinated services funded by these entities in both Broward and Palm Beach something interesting, but not surprising, emerges. That is that when the funding actually emanates from the state and is distributed through local offices the local systems supported by that funding are, overall, very similar. There are certainly local differences in the access and array of juvenile justice, childcare, behavioral health and educational services provided to dependent children in Broward and Palm Beach but overall the framework and systems through which they are provided and overseen are very similar. This is not true, however, when the funding is purely local. In the two counties, today, the support of coordinated services by both the Children's Services Councils, the Boards of County Commissioners, local Housing Authorities and local United Ways are strikingly different.

In Broward, ChildNet's relationship with the Children's Services Council of Broward is longstanding and incredibly rich and productive. In service of its mission and both on its own and in a unique, indeed groundbreaking, collaboration with ChildNet, the Broward CSC has expanded its funding of family strengthening programs intended to prevent child abuse and the removal of children from their homes to over \$9 million. While this is incredibly significant, it is not all. In addition, the combination of ChildNet advocacy, the diligent work of United Way and CSC staff, and the sensitivity of the CSC Board members to the needs of Broward's dependent youth have resulted in CSC investment of approximately \$4.2 million in services for youth to support their transition out of the dependency system and the development of a much needed system of supports and services for kinship caregivers. Beyond this, close collaboration between ChildNet and CSC staff, including the development of specialized and targeted referral and application protocols, has consistently facilitated the access by dependent children and their caregivers of a wide variety of other Council funded services including juvenile justice diversion services, supervised visitation services, out of school and after school programs and immensely successful annual summer employment program.

Though not quite as substantial, the products of ChildNet's relationship with other local funding entities are no less important. Intense and persistent collaboration between ChildNet, the Broward County Board of County Commissioners, the United Way and the Broward Housing Authority resulted in the creation of an incredibly substantial and successful subsidized housing system for youth transitioning out of foster care. Successful partnership with the Broward Housing Authority on a federal Housing and Urban Development (HUD) Family Unification Program application also resulted in Broward receiving housing vouchers for both families in the dependency system and youth exiting the system.

The reasons for such substantial local financial support of ChildNet and dependent children and their caregivers in Broward are several but clearly most important is that the relationships between ChildNet and these entities are incredibly deep and longstanding. The local privatization of foster care began at almost the same time that the Broward CSC was created and in making its very first funding decisions it sought substantial input from those who would emerge as the initial leaders of ChildNet. ChildNet's previous Chief

Executive Officer has been a member of the CSC Board of Directors since 2007. Similarly, ChildNet's former Vice President of Network Development became a member of the Broward County Children's Services Advisory Board in 1998 and continues to serve on it even after becoming ChildNet's Executive Director in Palm Beach and current Chief Executive Officer and President.

Having been in Palm Beach since October 2012 ChildNet has worked closely with local stakeholders to develop similar relationships to those in Broward. Local support of its Coordinated Services looks much different there but has grown substantially since 2012. The funding of the Palm Beach Children's Services Council is the most prominent example. Here, when the transition to Community Based Care began in 2003 the local Council had already been in existence for decades and had a well-established, intelligent and comprehensive funding approach and strategy. Its focus has been, and remains, on supporting programs that serve children birth to 5 years of age and their caregivers, with an underlying belief that such services if effectively implemented will successfully prevent local child abuse, abandonment and neglect. Council staff also has always been reluctant to supplement or supplant state funding of child welfare with local funds, a not unreasonable stance in a county where the per capita state funding of the local child welfare system has historically lagged far behind similar funding in the counties to its south. None of this, however, has precluded Council support of the child welfare system in important and creative ways. For example, CSC funding of Legal Aid's Foster Children's Project affords virtually every young Palm Beach foster child his or her own attorney, an asset critical to facilitating each child's access of all the services they need and, just as importantly, ensuring their timely and safe movement to the most appropriate permanence. The Council has also supported the local child welfare system by providing community wide training and financial support to local service providers for the provision of an evidence based parenting program, Triple P, and the Child First program which includes Child Parent Psychotherapy which has been shown to be especially effective with child welfare populations. CSC has partnered with the United Way of Palm Beach County to provide mentoring to adolescent dependent children.

Since its arrival in Palm Beach, ChildNet has focused on developing relationships with nearly all the local entities, public and private, that fund services for local children and their families. Those initial relationships has yielded significant well-meaning partnerships and ChildNet has become a well-respected partner within the community. Continued submission of proposals to the United Ways of both Palm Beach County and the Town of Palm Beach and a host of local foundations such as the Quantum and Community Foundations led to the Quantum foundation providing a grant that funded positions with Children's Medical Services to increase training for and support to medical foster parents and children in their homes. ChildNet will continue seeking funding opportunities in Palm Beach that will eventually result in significant expansion of the local Community Based Care network. Continued meetings with Palm Beach County Human Services and local housing authority staff will eventually facilitate development of services and systems for children in and transitioning out of local foster care that will be the envy of Broward. Fortunately, ChildNet has, however, already had significant success in partnering with local service providers in obtaining grant funding for several important additions to and enhancements of the array of network services. These include a \$250,000 award to Boys Town for On the Way Home, a project targeting teenage foster youth to facilitate and support their more timely reunification, a \$650,000 grant to support Community Partners' Family Recovery Program

offering immediate substance abuse assessments and interventions to parents immediately upon removal of their children and a \$150,000 award to expand Best Foot Forward's educational support and advocacy to an additional fifty teenage foster youth.

Past Year – Next Year

The last few years was unquestionably unique for ChildNet. Over the past several years, ChildNet experienced substantial increases in the number of abused, abandoned and neglected children for whom it was responsible. In Florida, state funding of child welfare, regrettably, does not simply allow for a concomitant increase in its reimbursement of the lead agency despite the obvious increase in costs associated with such a substantial increase in clients. Moreover, ChildNet believes that this increase in the local child welfare census, fueled by dramatic increases in the number of children removed from their homes as a result of abuse, abandonment or neglect, will not soon abate.

As the Community-Based Care lead agency for Broward and Palm Beach, to ensure ChildNet's future financial stability, cash flow and fund management is critical for the daily provision of services and for continued organizational sustainability. ChildNet's ability to effectively manage cash flow is rooted most deeply within its professional staff. ChildNet's CFO, has spent her career in Florida's child welfare system, including positions leading case management service delivery, service coordination, financial management and organizational leadership. Through the experiences and knowledge garnered from these positions, she is well versed in both the efficient management and utilization of the numerous funding sources in a coordinated manner between local, statewide and federal, to make-up the majority of ChildNet's annual budget. Essential, based on the composition of restricted federal and less restrictive state funding streams of State's CBC allocations, her knowledge makes certain that no one funding source is over estimated in the budgeting process, and that each source is utilized to the full extent based upon client eligibility, ensuring the best possible financial posture for the organization from year to year.

Additionally, financial stability is imbedded in ChildNet's operational approaches.

- ChildNet is implementing programmatic change in the management of direct services increasing the use of foster beds while decreasing group home or shelter beds utilization.
- ChildNet consistently reviews and has implemented several cost containment strategies that include a restructured staffing model and reductions in administrative related cost.
- ChildNet is an active participant in the countywide monthly child welfare systematic review (a/k/a Broward RoadMap) which was instituted to promote financial viability of the lead agency charged with the coordination of the various interdependent entities (BSO, OAG, the Judiciary and ChildNet), functions (investigations, legal, and dependency case management) and service array for foster care and related services in Broward county. The Broward RoadMap highlights the systemic process indicators that have a financial impact on service delivery system.

o Broward Sheriff's Office (Protective Investigations)

- Removals, DST and Initial Placements
- ChildNet
 - Safety Management Services
 - Out of Home Care (Closures, Placement Settings – Relative/Non-Relative, Foster Home, or Residential)
 - Core Funding Targets and Trends
- Children’s Legal Services (CLS)
 - Judicial timelines
- All entities Caseloads and Vacancies

Commented [DRP3]: For Donna's review

ChildNet was awarded the Palm Beach contract in October 2012 and the regional financial oversight achieves economies of scale through the implementation of internal controls and streamlining various processes such as financial oversight, accounting, financial auditing, billing and purchasing allowing for the best service available to every child in care in the most cost-effective manner in each respective county.

ChildNet’s processes and policies are reviewed by independent auditors to ensure adherence to internal controls and funding restrictions. Reports by independent auditors confirm the stability of ChildNet’s finances. A couple of the internal controls utilized include:

- The use of a general funding authorization request that includes limits on service hours and/or total funding for all non-contracted behavioral health services (utilization management)
- Ensure that the clients involved in the Independent Living program adhere to the requirements of the program.

ChildNet’s processes and policies are reviewed by independent auditors to ensure adherence to internal controls and funding restrictions. Reports by independent auditors confirm the stability of ChildNet’s finances. It is the intention of ChildNet to successfully maintain this valued status.

[ATTACHMENT 1 – SUBCONTRACTED SERVICES]

CHILDNET BROWARD SUBCONTRACTED SERVICES			
Fiscal Year 2021 - 2022			
Agency	Program	Funding	Contracted Capacity
CHILDCARE			
Avidity	Pre-Placement Supervision at SafePlace	\$609,246	As Needed
Total Childcare		\$609,246	
DEPENDENCY CASE MANAGEMENT			
SOS Children's Village Florida	Dependency Case Management Organization	\$648,889	As Needed
Total Dependency Case Management		\$648,889	
TRANSITIONAL AND INDEPENDENT LIVING SERVICES			
Children's Harbor, Inc.	Academic and Life Skills	\$150,000	40 Children
Brown's Harbor, Inc.	Transitional Independent Living Housing	\$130,062	30 Young Adults
Total Transitional & Independent Living Services		\$280,062	
FAMILY PRESERVATION & PREVENTION			
Camelot Community Care, Inc.	Functional Family Therapy	\$434,946	62 Families
Citrus Health Network, Inc.	CHANCE Community Wrap Services	\$359,632.24	20 Children
Community Based Connections, Inc.	Cultural and Racially Equitable Safety Management Services	\$308,833.00	132 Families
Henderson Behavioral Health, Inc.	Homebuilders	\$570,654	130 Families
Henderson Behavioral Health, Inc.	Multi Systemic Therapy	\$83,355	14 Families
Henderson Behavioral Health, Inc.	Safety Management Services	\$293,864.00	132 Families
Jewish Adoption & Foster Care Options, Inc.	Multi Systemic Therapy	\$229,032	48 Families
Kids in Distress, Inc.	Adoptions and Permanency Support	\$378,234	106 Children
Kids in Distress, Inc.	Homebuilders	\$387,406	70 Families
Total Family Preservation & Prevention		\$3,045,956	
FAMILY REUNIFICATION & STRENGTHENING			
Children's Home Network, Inc.	Kinship Navigation & Family Finding Services	\$322,140	68 Fam/85 Children
Community Based Connections, Inc.	Kinship Navigation Services	\$211,027	32 Families
Henderson Behavioral Health, Inc.	Placement Partnership Program	\$500,268	250 Children
Jewish Adoption & Foster Care Options, Inc.	Kinship Respite Care	\$149,604.00	6 Children
Kids in Distress, Inc.	Coordinated Family Services	\$656,513	As Needed

Kids in Distress, Inc.	Therapeutic Visitation Services	\$40,867	38 Families
Mental Health America of Southeast Florida, Inc.	Parent Education and Behavioral Health Services	\$213,708	As Needed
Total Family Reunification & Strengthening		\$2,094,127	
RESIDENTIAL			
Foster Homes			
4KIDS of South Florida, Inc.	Foster Home Management	\$598,236	59 Children
AHERO	Foster Home Management	\$45,000	3 Children
Avidity	Foster Home Management	\$257,866	12 Children
Camelot Community Care, Inc.	Foster Home Management	\$495,635	38 Children
Cayuga Centers	Foster Home Management	\$140,594	10 Children
Devereux Florida Treatment Network	Foster Home Management	\$303,764	13 Children
Family Unity, LLC	Foster Home Management	\$213,307	11 children
Florida United Methodist Children's Home	Foster Home Management	\$77,382	5 Children
Kids in Distress, Inc.	Foster Home Management	\$527,345	68 Children
National Youth Advocate Program, Inc.	Foster Home Management	\$991,711	53 Children
Pinnacle Family Services Florida, Inc.	Foster Home Management	\$401,132	16 Children
Total Foster Home Management		\$4,051,972	
Kids in Distress, Inc.	Agency Foster Homes	\$747,155	23 Children
Total Agency Foster Homes		\$747,155	
4KIDS of South Florida, Inc.	Neighborhood Foster Homes	\$455,520	10 Children
SOS Children's Village of Florida, Inc.	Neighborhood Foster Homes	\$2,323,152	51 Children
Total Neighborhood Foster Homes		\$2,778,672	
Avidity	Professional Foster Care	\$343,155	5 Children
Total Professional Foster Care		\$343,155	
One Hope United	Foster Family Group	\$406,560	4 Children
Total Foster Family Group		\$406,560	
Total Foster Homes		\$8,327,514	

Residential Group Care (RGC)			
Agency for Community Treatment Services, Inc.	Residential Group Care - Extraordinary Teen Girls	\$675,615	10 Children
Avidity	RGC - Teen Extraordinary Girls	\$630,720	6 Children
Avidity	RGC - Teen Extraordinary Girls	\$630,720	6 Children
Avidity	RGC - Teen Extraordinary Boys	\$630,720	6 Children
Total RGC Teen Extraordinary		\$2,567,775	
Agency for Community Treatment Services, Inc.	RGC- Specialized Small Census-Teen Extraordinary Girls	\$721,000	4 Children
One Hope United	RGC- Specialized Small Census-Teen Extraordinary Boys	\$517,132	4 Children
Total Specialized Small Census Teen Extraordinary		\$1,238,132	
Children's Harbor, Inc.	RGC- Teen Moderate Boys/Girls	\$1,821,715	24 Children
Jewish Adoption & Foster Care Options, Inc.	RGC- Teen Moderate Boys/Girls (Regional)*	\$89,144	6 Children
Project Touch dba Girl's New Lighthouse	RGC- Teen Moderate Girls	\$405,369	6 Children
Total RGC Teen Moderate		\$2,316,228	
SOS Children's Village of Florida	RGC – Sibling	\$178,288	10 Children
Total RGC Sibling		\$178,288	
Children's Harbor, Inc.	RGC- Pregnant and Parenting Girls	\$470,011	5 Children
Total RGC Teen Pregnant & Parenting		\$470,011	
Reyna Group Home	RGC - Developmental Disabilities	\$421,181	4 Children
Total RGC Developmental Disabilities		\$421,181	
Total Residential Group Care		\$7,191,614	
Shelter			
Jewish Adoption & Foster Care Options, Inc.	Shelter (Boys/Girls)	\$109,200	8 Children
Total Shelter		\$109,200	
Total RGC and Shelter		\$7,300,814	
Total Residential		\$15,628,329	
Total Subcontracts		\$22,306,608	

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CHILDNET PALM BEACH SUBCONTRACTED SERVICES			
Fiscal Year 2021 - 2022			
Agency	Program	Funding	Contracted Capacity
CHILDCARE			
Florida United Methodist Children's Home	Pre-placement Supervision at SafePlace	\$358,269	As Needed
Total Childcare		\$358,269	
TRANSITIONAL AND INDEPENDENT LIVING SERVICES			
Vita Nova, Inc.	Independent Living Services	\$476,453	As Needed
Total Transitional & Independent Living		\$476,453	
FAMILY PRESERVATION & PREVENTION			
Camelot Community Care, Inc.	Functional Family Therapy	\$444,514	62 Families
Children's Home Society of Florida, Inc.	Adoption and Related Services	\$723,122	As Needed
Henderson Behavioral Health, Inc.	Safety Management Services	\$614,932	350 Families
One Hope United	Family Support Services	\$471,635	400 Families
Total Family Preservation & Prevention		\$2,254,203	
FAMILY REUNIFICATION & STRENGTHENING			
Friends of Foster Children of Palm Beach County, inc.	Foster, Adoptive and Kinship Support	\$207,020	As Needed
Henderson Behavioral Health, Inc.	Placement Partnership Program (PPP)	\$235,020	100 Children
Total Family Reunification & Strengthening		\$442,040	
RESIDENTIAL			
Foster Homes			
4KIDS of South Florida, Inc.	Foster Home Management	\$409,565	39 Children
Camelot Community Care, Inc.	Foster Home Management	\$296,089	22 Children
Cayuga Centers	Foster Home Management	\$472,699	30 Children
Florida United Methodist Children's Home	Foster Home Management	\$25,513	4 Children
Kids in Distress, Inc.	Foster Home Management	\$270,566	36 Children
National Youth Advocate Program	Foster Home Management	\$1,138,621	56 Children
Pinnacle Family Services Florida, Inc.	Foster Home Management	\$589,540	29 Children
Place of Hope	Foster Home Management	\$566,414	52 Children
Total Foster Home Management		\$3,769,006	

4KIDS of South Florida, Inc.	Neighborhood Foster Homes	\$227,760	5 Children
Place of Hope, Inc.	Neighborhood Foster Homes	\$1,457,664	32 Children
Total Neighborhood Foster Homes		\$1,685,424	
Total Foster Homes		\$5,454,430	
Residential Group Care (RGC)			
Jewish Adoption & Foster Care Options, Inc.	RGC- Teen Moderate Boys/Girls (Regional)*	\$59,429	2 Children
Place of Hope, Inc.	RGC- Teen Moderate Boys	\$364,416	8 Children
Total RGC Teen Moderate		\$423,845	
Place of Hope, Inc.	RGC- Pregnant and Parenting Girls	\$197,465	3 Children
Total RGC Teen Pregnant & Parenting		\$197,465	
The Children's Place at Home Safe	RGC - Therapeutic Boys/Girls	\$678,243	10 Children
Total RGC Teen Therapeutic		\$678,243	
Lutheran Services Florida	RGC- Specialized Small Census-Teen Extraordinary Boys	\$507,963	4 Children
Total Specialized Small Census Teen Extraordinary		\$507,963	
Lutheran Services Florida	RGC - Teen Extraordinary Boys/Girls	\$2,678,852	29 Children
Total RGC Teen Extraordinary		\$2,678,852	
Total Residential Group Care		\$4,486,368	
Shelter			
Grandma's Place, Inc.	Shelter (Boys/Girls)	\$119,720.00	2 Children
Total Shelter		\$119,720	
Total RGC and Shelter		\$4,606,088	
Total Residential		\$10,060,518	
Total Subcontracts		\$13,149,444	

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[ATTACHMENT 2 – PURCHASED SERVICES]

CHILDNET PURCHASED SERVICES		
Purchase Orders Fiscal Year 2021 - 2022		
Service	Service Description	Service Provider(s)
Assessment and Evaluation		
Neurological/Psychological (Neuropsychological)	Completed to aid in the assessment of cognitive impairment due to medical or psychiatric conditions.	Neuropsychology Consultations, Inc., Nova Southeastern University
Psychiatric Evaluation	A comprehensive psychiatric evaluation may be necessary to diagnose any number of emotional, behavioral, or developmental disorders. An evaluation of a child, adolescent, or adult is made based on behaviors present and in relation to physical, genetic, environmental, social, cognitive (thinking), emotional, and educational components that may be affected as a result of the behaviors presented.	Coastal Mental Health Center, Elite DNA Comprehensive Therapy Services, LLC, Impower, Logivue Medical Care Services
Psychological Evaluation	A psychological evaluation is a set of assessment procedures administered by a licensed psychologist to obtain information about a client's behavior or mental health.	Gerena and Associates, Central Florida Psychological Consultants, Inc., Delta Psychological Group, LLC, Strength and Solutions
Behavior Analysis		
Behavior Analysis	Behavior analysis service is the process of systematically applying interventions based upon the principles of learning theory to improve socially significant behaviors to a meaningful degree, and to demonstrate that the interventions employed are responsible for the improvement in behavior (Baer, Wolf & Risley, 1968; Sulzer-Azaroff & Mayer, 1991).	Look Up Therapy, LaughLoveLive Again, Positive Behavior Supports, Rapid Behavior Services, You and Us ABA Services
Counseling		
Anger Management Counseling	Anger management treatment teaches coping techniques to better deal with anger. Treatment is typically aimed at reducing and controlling anger self-awareness, frustration tolerance training, and meditation and relaxation techniques.	Abusive Partners Program of Palm Beach County, Brave Health

Domestic Violence Counseling	Domestic violence is defined as the willful intimidation, assault, battery, sexual assault or other abusive behavior perpetrated by one family member, household member, or intimate partner against another.	Abusive Partners Program of Palm Beach County, Organization for Family Improvement, Resolutions Health Alliance, PA
Equine Therapy	Equine therapy is offered for children, teens and families that have experienced the death of a loved one and/or trauma. By incorporating horse interactions with therapeutic play, facilitated peer support groups, and individual therapy.	Tomorrow's Rainbow, Berger Counseling Services
Child Parent Psychotherapy	Child Parent Psychotherapy is a therapeutic approach for young children from birth through age five who have experienced at least one traumatic event and is experiencing mental health, attachment, and/or behavioral health problems.	Affinity Counseling Services, The Journey Institute, CMET, LLC
Counseling	Psychotherapy provided on an individualized basis or for a family therapy unit.	Children's Home Society, CMET, LLC, Elite DNA Comprehensive Therapy Services, Family Unity, LLC, Genesis Family Services, LLC, Gerena and Associates, Indi Heart & Mind, Mental Health Center of Florida, Miami Gardens Counseling Services
Parenting Education	Parenting Skills counseling/training is designed to recognize the parent's style of parenting and teaches setting boundaries, anger management, developmental stages of childhood/adolescences, and stages of discipline. It also addresses self-esteem, family conflict, communication with children and family members.	Affinity Counseling Services, Strength and Solutions
Substance Abuse Counseling	Substance abuse counseling is designed to help the client achieve and maintain abstinence from addictive chemicals and behaviors and to help the client recover from the damage that addiction has done to their lives.	Abusive Partners Program of Palm Beach County, Organization for Family Improvement, Resolutions Health Alliance, PA

One-on-One Supervision		
One-on-One Supervision	Provide direct one-to-one supervision to children placed in licensed out-of-home care. This service is intended to provide more direct oversight of the child's movements and behaviors.	Brightstar Care
Translation Services		
Translation Services	Translation of documents in the recipient's native language. Translation services may be completed for but is not limited to court documents, case plan documents, treatment plans, official agency documents, etc.	Global Translation
Tutoring		
Tutoring Services	Helps students improve their learning strategies in order to promote independence and empowerment. The purpose of tutoring is to help students help themselves, assisting them to become independent learners and thus no longer needing a tutor.	Basic Learning Skills Learning, Bright Starts Tutoring, Cognitutor, Dedicated Tutors, Ready 2 Learn, Inc., Sita Devi, Inc.
Visitation		
Supervised and Therapeutic Visitation	Structured contact between parent and child overseen by a trained third party in a controlled environment which enhances the safety of all vulnerable parties. The third party contact encourages the parent-child relationship through age-appropriate activities, helping parents enhance parenting skills, modeling appropriate interactions with the child and discouraging inappropriate parental conduct. Therapeutic visitation services are provided for families who are subject to court ordered supervised visitation and who may require therapeutic services to assist with the facilitation of the visit.	Children's Home Society, Delta Psychological Group, LLC, Henderson Behavioral Health, Lisa Litz, The Sterling Center

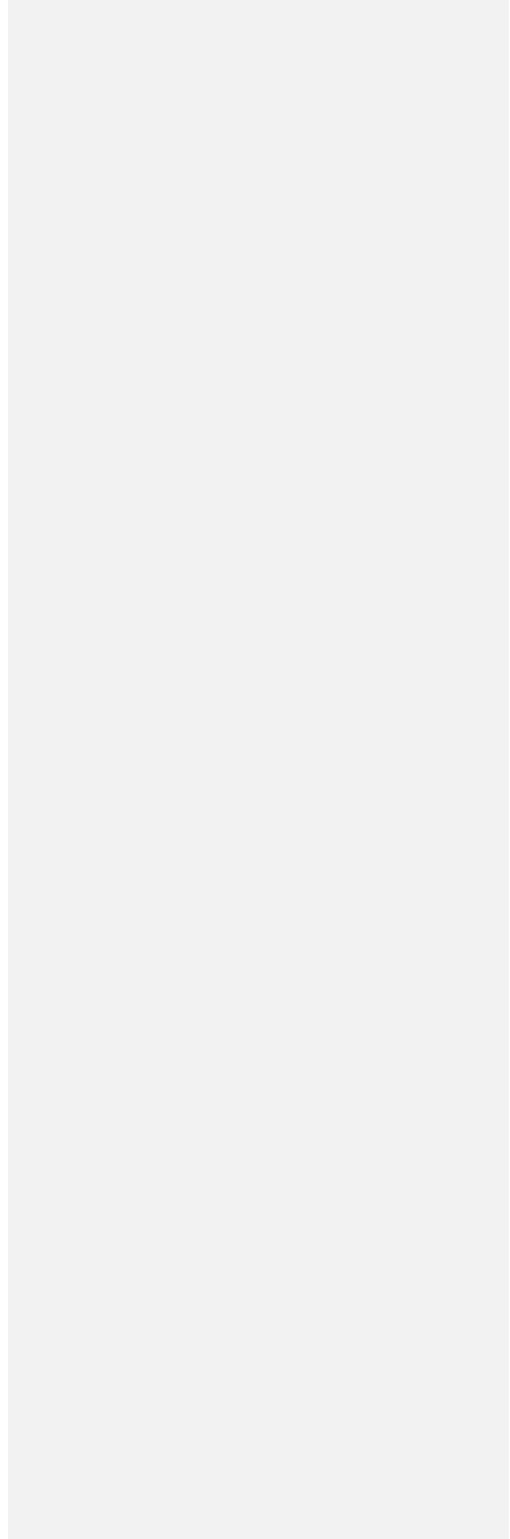
[ATTACHMENT 3 – PROFESSIONAL SERVICE AGREEMENTS]

CHILDNET BROWARD PROFESSIONAL SERVICE AGREEMENTS			
Fiscal Year 2021 - 2022			
Agency	Program	Funding	Contracted Capacity
LEGAL SERVICES			
Legal Aid Service of Broward County	Legal Immigration Services	\$55,000	As Needed
Total Legal Services		\$55,000	
DRUG TESTING SERVICES			
Fifth Street Counseling IV, Inc.	Drug Testing Services	\$554,000	As Needed
LabCorp Holdings of America	Drug Testing Services	\$65,000	As Needed
South Florida Therapeutic Solutions	Drug Testing Services	\$625,000	As Needed
Total Drug Testing Services		\$1,244,000	
BEHAVIORAL HEALTH SERVICES			
CMET, LLC	Behavioral Health Services	\$50,000.00	As Needed
Family Unity, LLC	Behavioral Health Services	\$40,000.00	As Needed
Gerena and Associates	Behavioral Health Services (Regional)*	\$340,000.00	As Needed
Mental Health Center of Florida	Behavioral Health Services	\$150,000.00	As Needed
Total Behavioral Health Services		\$580,000	
QUALITY PARENTING INITIATIVE			
Youth Law Center	Quality Parenting Initiative (Regional)*	\$5,500.00	As Needed
Total Quality Parenting Initiative		\$5,500	
FAMILY RESOURCES			
MaryAnn's Closet	Family Resources	\$30,000	As Needed
Total Family Resources		\$30,000	
Total Professional Service Agreements		\$1,914,500	

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CHILDNET PALM BEACH PROFESSIONAL SERVICE AGREEMENTS			
Fiscal Year 2021-2022			
Agency	Program	Funding	Contracted Capacity
LEGAL SERVICES			
Legal Aid Society of Palm Beach County	Legal Immigration Services	\$55,000	As Needed
Total Legal Services		\$55,000	
APPLIED BEHAVIORAL ANALYSIS			
Behavior Basics, Incorporated		\$7,500	As Needed
Total Applied Behavioral Analysis		\$7,500	
DRUG TESTING SERVICES			
Fastest Labs of North Palm Beach	Drug Testing Services	\$30,000	As Needed
LabCorp Holdings of America	Drug Testing Services	\$220,000	As Needed
Pharmtech	Drug Testing Services	\$45,000	As Needed
Total Drug Testing Services		\$295,000	
BEHAVIORAL HEALTH SERVICES			
Community Partners of South Florida	Behavioral Health Services	\$50,000	As Needed
Gerena and Associates	Behavioral Health Services (Regional)*	\$40,000	As Needed
Total Behavioral Health Services		\$90,000	
THERAPEUTIC VISITATION			
Multilingual Psychotherapy Centers		\$10,000	As Needed
Total Therapeutic Visitation		\$10,000	
ADVOCACY, MENTORING & TUTORING			
Best Foot Forward, Inc.		\$18,480	As Needed
Total Advocacy, Mentoring & Tutoring		\$18,480	
MENTORING			
Freedom Fit Coaching, LLC		\$85,000	30 Children
Total Mentoring		\$85,000	
QUALITY PARENTING INITIATIVE			
Youth Law Center	Quality Parenting Initiative (Regional)*	\$5,500.00	As Needed
Total Quality Parenting Initiative		\$5,500	
Total Professional Service Agreements		\$566,480	

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