Community Based Care of Brevard

CBC OF BREVARD

PROTECTING CHILDREN

CHANGING LIVES

2006 Annual Report
Leadership 2005–2006

Community Based Care of Brevard

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January 25, 2007

Dear Community Partner:

I am pleased to present Community Based Care (CBC) of Brevard’s 2006 Annual Report. This report is significant, as it represents our first full year in operation. Many of you played a vital role worthy of recognition as Brevard County worked to establish the core values and principles of practice upon which our child welfare system would be based. As CBC of Brevard evolved from concept through transition and into a full service delivery system, the Community remained focused on the mission of: protecting children; strengthening families; and changing lives. After eighteen months in operation, we've enjoyed some remarkable achievements, including:

- The implementation of Brevard Cares Prevention Program
- Consistently ranking among the highest performing CBCs in the State
- Implementing a full service array and continuum of care
- Showing statistically significant improvements as compared to the State run system
- A shift in core values and family-centered case practice with the highest numbers of families visited in the state
- The creation of new services: MRT; DBT; the Welcome Center; Flexible Supports; and Family Team Conferencing

It is with heartfelt gratitude for the efforts, partnership, commitment, and sacrifice of the local stakeholders, agencies, advocates, foster parents, and friends that I present our first annual report.

Please review this report, and join me in celebrating the outcome of a community that truly cares for its citizens.

Sincerely,

Patricia Nellius-Guthrie, PhD
A Message from the Board Chair
Our System of Care. . .

...Is Based on our Core Principles and Values

**Wraparound**: a concept that broadens the circle of care to support and sustain the family beyond discharge from care.

**Family Centered**: services are customized to each family's needs.

**Strength Based**: planning is based on the assumption of strengths.

**Community Based**: finds local services and solutions.

**Culturally Competent**: plans tailored to the culture and values of the individual family.

**Unconditional**: people don't fail, plans do.

**Outcome Oriented**: expectations are child based and measurable.
Some fishermen were standing on the banks of a river, when a drowning child swept by. The fishermen saved the child, in time to see yet another being washed downstream. Soon all the fishermen were frantically saving lives out in the water, when one turned and climbed up the bank, and started walking away. “Where are you going?” shouted the men, still pulling kids from the water. The one on the bank answered “I’m going upstream to stop whatever is throwing children into the river.”

**Prevention is a natural priority for CBC** of Brevard. Brevard CARES became operational in July of 2005. Families in this voluntary program receive a full array of services and are diverted from the formal child welfare system. That impact is felt in three ways. Fiscally, our system saves millions of dollars in unnecessary out-of-home care costs; organizationally, this diversion provides for greater capacity in out-of-home care and case management; and anecdotally, each child successfully diverted by our prevention program is spared the very real trauma of being removed from his or her home. Research proves and common sense tell us that when families stay strong and stay together, our entire community benefits.
Intake and Assessment

By way of a central point of contact for the community at large, CBCB intake provides a continuum of support ranging from information and referral to prevention services, mobile response and placement of children entering the system. Upon entry into our system children are administered a standard assessment designed to determine and meet their needs at the front door rather than have children fail up the system to get what they need.

Service Array

During the course of care, family members, CBC staff, care managers and providers work together to track the family’s progress, adjust the plan and goals as necessary, customize care and tap all necessary resources to achieve desired outcomes.

**Mobile Response:** Teams are mobilized to assist in crises.

**Family Team Conferencing:** Access, voice, and ownership.

**Flexible Supports:** Plans adjust to the needs of the family.

**Wraparound:** We build a network of support around a family.
No one knew she was struggling. Not her family, not her children’s teachers, not anyone. The Child Protective Investigator reported on children who were loved, but hungry. This is one true story about the culture shift in Brevard’s child welfare system. The story begins with a single mother cited by DCF.

She resisted intervention—with reason. Florida’s child welfare system had a reputation of pulling children and placing them wherever there was a bed, sometimes leaving families scattered across counties. She was in trouble, but she wanted her children together. Enter the new concept of care.

Through the family team process, she discovered she had access to services, voice in the process, and ownership of her family’s care plan. Her care manager didn’t categorize her failures—he helped her inventory her strengths. Her “team” brought resources together, including her extended family and her church. With her team, she identified her needs which included treatment for substance abuse, training and job placement. Her family took the kids in with support from her community, and gave her the opportunity to focus on the treatment provided through Community Based Care.

The outcome? It’s a happy beginning — Mom is recovering from her addiction, and is able to care for her children at home. Not only is the family reunited, they are no longer isolated. She has a network of supports to sustain her long after her exit from Community Based Care. And if she needs us, we’ll be there - not with judgment or blame, but with encouragement, support, and resources to keep her family strong, and together.
In partnership with the Case Management Agencies, Devereux Florida and Children’s home Society, and the Child Placing Agencies, Intervention Services, Devereux Florida, Children’s Home Society, Crosswinds, Florida Mentor, and Open Door, CBC of Brevard works to provide a safe and stable home with a relative or nonrelative care giver, in a licensed foster home, or in a special-needs group home. Placement is designed to be the least restrictive as possible, with the goal of maintaining family, neighborhood and school connections.

Often a relative or nonrelative caregiver is unavailable. Therefore foster parents are in great demand in Brevard, with a special need for families willing to take older children or children with special needs.

Even short-term foster families can make a difference to the children in their care. By providing a safe, caring home, foster parents can give children in care the normalcy and stability they need and deserve. Family time, someone to ask about homework, and the example of a stable home are all experiences that are important to children in foster care.
CBC of Brevard promotes concurrent case planning for children in the system to ensure the goal of permanency is achieved in a seamless manner, regardless of the direction (reunification or adoption) in which the legal case progresses. When the court orders a termination of parental rights, CBC of Brevard proceeds with adoption planning to move the child towards permanency as swiftly as possible. Adoption recruiters and counselors work with case managers and guardians ad litem to secure safe, loving, and permanent homes for these deserving children.

In many cases a child is adopted by his or her foster family. But many children, especially those who have been in care for an extended period of time in multiple placements, have a harder time finding permanency.

With the shift in priorities of the state and the community, we no longer permit children to languish in the system. Increased support to families makes reunification attainable for more families, and our renewed commitment to permanency means children with the goal of adoption have plans in place, and opportunities to find families faster.

In our first year of operations, CBC of Brevard increased adoptions by 113%, and upgraded after-adoption supports to newly formed families.

“You know how it feels when you’ve been standing for a very long time and you finally get to sit down? That’s what it’s like to be adopted.”

- David, Age 12
Many children in Brevard age out of foster care without reunification or finding a permanent home. Rather than leave these children cut-off and alone, CBC of Brevard taps State, federal and foundation resources to provide these children with critical tools for a successful transition to adulthood.

Independent Living:
Children from 13 until 18 years-old are eligible to receive life skills assessment and training. Youth participate in opportunities for experiential learning, in preparation for their transitions from care to independence. An average 130 children are part of CBC’s Independent Living population.

Road To Independence:
Eligible youth from 18 until 23 years-old can receive financial assistance to support educational attainment including High School or college degree programs, and vocational training. Nearly 40 young adults receive Road to Independence assistance.

Transitional and emergency support are also available to eligible youth, to assist in establishing independence and to prevent homelessness.
Our History

Brevard is a remarkable community in its ability to collaborate, communicate, and pool efforts and resources to achieve a shared goal. When charged by the State of Florida to “own” child welfare, Brevard did more than change the name on the door.

Together in Partnership (TIP) was created from the combined wisdom of Brevard’s public, nonprofit and private sector stakeholders. Through TIP the community dedicated years to first determine the values upon which the system of care would be based, and then found local solutions to meet local families’ needs. The result is reduced caseloads in keeping with the TIP priority, more services provided sooner, and a better array of services to keep more children at home, and a flexibility that serves families and children best. Together in Partnership’s founding Chair Bunny Finney insisted that we look at our system of care “through the eyes of the child,” and in so doing, our kids are safer, healthier and happier.

“Together, through our community-based system, our kids will be provided the best opportunities...child by child.

- Bunny Finney
Founding Chair
TIP/CBC Subcommittee
Timeline

Florida Legislature votes to privatize Child Welfare and create Community Based Care

March 1998

Brevard Privatization Taskforce

January 1999

Brevard County established the Leadership Roundtable and Together in Partnership (TIP)

August 2000

CBC of Brevard Selected as Lead Agency

February 2003

TIP approves System of Care

June 2004

Executive Director Hired

May 2004

Readiness Review

December 2004

Transition completed, and CBC assumes all services

Piloting of Brevard CARES

Performance reviews show statistical improvements over state-run system.

All-Community Board established for CBC

Close of initial fiscal year

Provider Appreciation Banquet

January 2006

June 2006

July 2005

July 2005

June 2006

January 25, 2007

Dear Community Partner:

It is my duty and my privilege to present to you the financial reports for fiscal year 05—06 for Community Based Care of Brevard. As the publicly funded, private nonprofit organization entrusted with the welfare of our communities most vulnerable children, CBC of Brevard holds itself to the highest standards of accountability. In the following pages you will find our Independent Auditor’s Report, including our Statement of Financial Position and our Statement of Activities for the year ended June 30, 2006.

You may notice that for the volume of services we provide, CBC of Brevard remains a lean organization. Due to our corporate culture steeped in community, we are able to create remarkable efficiencies. For example, (fill in here).

As we move into the coming year, our services are trending toward front-end prevention, which is a cost-saving as well as a family-saving pattern which we hope continues into the coming years.

Sincerely,

Chad Carnell
Chief financial Officer
McGladrey & Pullen
Certified Public Accountants

Independent Auditor's Report

The Board of Directors
Community Based Care of Brevard, Inc.
Melbourne, Florida

We have audited the accompanying statement of financial position of the Community Based Care of Brevard, Inc. (a nonprofit organization) as of June 30, 2006, and the related statements of activities, and cash flows for the year then ended. These financial statements are the responsibility of the Organization's management. Our responsibility is to express an opinion on these financial statements based on our audit.

We conducted our audit in accordance with auditing standards generally accepted in the United States of America and the standards applicable to financial audits contained in Government Auditing Standards, issued by the Comptroller General of the United States. Those standards require that we plan and perform the audit to obtain reasonable assurance about whether the financial statements are free of material misstatement. An audit includes examining, on a test basis, evidence supporting the amounts and disclosures in the financial statements. An audit also includes assessing the accounting principles used and significant estimates made by management, as well as evaluating the overall financial statement presentation. We believe that our audit provides a reasonable basis for our opinion.

In our opinion, the financial statements referred to above present fairly, in all material respects, the financial position of Community Based Care of Brevard, Inc. as of June 30, 2006, and the changes in its net assets and cash flows for the year then ended in conformity with accounting principles generally accepted in the United States of America.

In accordance with Government Auditing Standards, we have also issued our report dated November 3, 2006, on our consideration of the Organization's internal control over financial reporting and on our tests of its compliance with certain provisions of laws, regulations, contracts and grant agreements and other matters. The purpose of that report is to describe the scope of our testing of internal control over financial compliance and the results of that testing and not to provide an opinion on the internal control over financial reporting or on compliance. That report is an integral part of an audit performed in accordance with Government Auditing Standards and should be considered in assessing the results of our audit.

Our audit was conducted for the purpose of forming an opinion on the basic financial statements taken as a whole. The accompanying schedules of expenditures of federal awards and state awards are presented for purposes of additional analysis as required by U.S. Office of Management and Budget Circular A-133, Audits of States, Local Governments, and Non-Profit Organizations, and Chapter 10.650, Rules of the Auditor General and are not a required part of the basic financial statements. Such information has been subjected to the auditing procedures applied in the audit of the basic financial statements and, in our opinion, is fairly stated, in all material respects, in relation to the basic financial statements taken as a whole.

McGladrey & Pullen, LLP

West Palm Beach, Florida
November 3, 2006

McGladrey & Pullen, LLP is a member firm of RSM International, an affiliation of separate and independent legal entities.
Community Based Care of Brevard, Inc.

Statement of Financial Position
June 30, 2006

Assets
Current Assets:
- Cash $1,367,647
- Contracts receivable 1,490,276
- Due from other governments 50,005
- Prepaid expenses 4,785
- Other receivable 199
  Total current assets 2,912,892

Furniture and Equipment, net of accumulated depreciation of $140,279 (Note 2) 325,791
Security deposits 17,174
  Total assets $3,255,857

Liabilities and Net Assets
Current Liabilities:
- Accounts payable $2,514,297
- Accrued expenses 220,714
  Total current liabilities 2,735,011

Long-term liabilities:
- Loans payable (Note 4) 260,099
  Total liabilities 2,995,110

Commitments (Notes 3, 5, 6 and 10)
Net Assets:
- Temporarily restricted for specific programs 100,000
- Unrestricted 160,747
  Total net assets 260,747
  Total liabilities and net assets $3,255,857

See Notes to Financial Statements.
Community Based Care of Brevard, Inc.

Statement of Activities
Year Ended June 30, 2006

<table>
<thead>
<tr>
<th>Changes in unrestricted net assets:</th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Revenues, gains and other support:</td>
<td></td>
</tr>
<tr>
<td>Grants and contracts (Note 7)</td>
<td>$19,508,377</td>
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<tr>
<td>Contributions</td>
<td>8,594</td>
</tr>
<tr>
<td>Donated assets</td>
<td>19,701</td>
</tr>
<tr>
<td>Donated services</td>
<td>36,203</td>
</tr>
<tr>
<td>Interest income</td>
<td>819</td>
</tr>
<tr>
<td>Miscellaneous income</td>
<td>19,685</td>
</tr>
<tr>
<td><strong>Total revenue, gains and other support</strong></td>
<td><strong>19,591,379</strong></td>
</tr>
</tbody>
</table>

| Expenses:                          |       |
| Program services (Note 9)          | 16,111,407 |
| General and administrative:        |       |
| Personnel services                 | 2,122,447 |
| Occupancy and utilities            | 534,775  |
| Professional fees                  | 179,270  |
| Insurance                          | 118,858  |
| Equipment rental and maintenance   | 115,596  |
| Printing                           | 3,964    |
| Supplies                           | 92,895   |
| Dues and subscriptions             | 1,495    |
| Communications                     | 85,580   |
| Postage and shipping               | 7,599    |
| Travel                             | 40,011   |
| Depreciation                       | 100,774  |
| Other expenses                     | 77,565   |
| **Total expenses**                 | **3,475,819** |
| **Increase in unrestricted net assets** | **1,153** |

| Changes in temporarily restricted net assets: |       |
| Contributions                                  | 100,000 |
| **Increase in temporarily restricted net assets** | **100,000** |

| Change in net assets                         | 101,153 |
| **Net assets:**                               |       |
| Beginning                                     | 159,594 |
| Ending                                        | $260,747 |

See Notes to Financial Statements.
## CBC of Brevard Impact: Year One

<table>
<thead>
<tr>
<th>Data Element</th>
<th>Pre-Transition*</th>
<th>Current Performance**</th>
</tr>
</thead>
<tbody>
<tr>
<td>Number of Children in Licensed Care</td>
<td>344</td>
<td>294</td>
</tr>
<tr>
<td>Percent of Children in Out of Home Care placed with Relatives</td>
<td>48.8%</td>
<td>53.2%</td>
</tr>
<tr>
<td>Median Length of Stay in Out of home care (in months)</td>
<td>10.1</td>
<td>10.0</td>
</tr>
<tr>
<td>Children in Out of Home Care over 24 months with goal of adoption</td>
<td>110</td>
<td>57</td>
</tr>
<tr>
<td>Number of Children Adopted</td>
<td>44</td>
<td>98</td>
</tr>
<tr>
<td>Percent of Parents visited by a Care Manager each Month when the goal is reunification</td>
<td>17%</td>
<td>39%</td>
</tr>
<tr>
<td>Care Managers Working with Families</td>
<td>64</td>
<td>80</td>
</tr>
</tbody>
</table>

* Pre-Transition data as of 06/30/2005
** Current Performance Data as of 06/30/2006
<table>
<thead>
<tr>
<th>CBC of Brevard Impact To Date</th>
</tr>
</thead>
<tbody>
<tr>
<td>14.5% Decrease</td>
</tr>
<tr>
<td>9.0% Increase</td>
</tr>
<tr>
<td>1% Decrease</td>
</tr>
<tr>
<td>51.9% Decrease</td>
</tr>
<tr>
<td>125% Increase</td>
</tr>
<tr>
<td>131.8% Increase</td>
</tr>
<tr>
<td>25% Increase</td>
</tr>
</tbody>
</table>

In the realm of Social Services, anecdotes can't quantify impact, and data can't represent the human factor. Examine this chart, and consider:

- Fewer children in licensed care mean fewer children living away from friends and family.
- More children with relatives mean placements that are less traumatic for children.
- Shorter median stays in out of home care mean homes are safe, sooner.
- Fewer months in out of home care with the goal of adoption mean kids are finding forever homes faster.
- An increase in adoptions means more permanency for kids.
- An increase in visits to parents means more help to families, and better oversight for children.
- More care managers working with families mean smaller caseloads, better service, and improved outcomes for children.

* Pre-Transition data as of 06/30/2005
** Current Performance Data as of 06/30/2006
What does it all mean? There is a “before and after” chapter in the story of Brevard’s transition to a localized, private system of child welfare.

With a single point of access to services, we can give families what they need, without sending them all over the county to find help. By working with all our community partners we’re not duplicating services, and we have access to more resources.

Perhaps the most critical element of this collaboration is that our people are communicating and our programs are integrating. Dependency, mental health, domestic violence, juvenile justice, child welfare, homelessness, etc. so often occur together. The best solutions for prevention and treatment have to come from all the stakeholders in order to be successful. Brevard is modeling what communities can do when they work together.
Effective case management is essential to the success of the Brevard county system of care. In FY 2005-2006, CBC of Brevard contracted with Children’s Home Society and Devereux Florida to provide these vital services to the children and families entrusted to our care.

As part of the transition plan, Children’s Home Society and Devereux Florida worked diligently to successfully transition staff who were employed by the State of Florida to ensure that a seamless transition occurred on July 1, 2005. Initially there were some transition-related challenges, as the average turnover rate among care managers was over 30%, but by the end of the fiscal year the care management staff had stabilized, and turnover was at, or below the 7% rate that the CBC Brevard board had envisioned.

CHS and Devereux were integral partners in the system transformation. As a result, we saw lower caseloads, the implementation of Family Team Conferencing, and a significant shift in how services are delivered to children and families.
CBC of Brevard’s Provider Appreciation Banquet

June 28, 2006

‘Anticipate charity by preventing poverty; assist the reduced fellow man, either by a considerable gift or a sum of money or by teaching him a trade or by putting him in the way of business so that he may earn an honest livelihood and not be forced to the dreadful alternative of holding out his hand for charity. This is the highest step and summit of charity’s golden ladder.’

-MAIMONIDES

Collaboration Award
Jim Carlson
Space Gateway Support
Child Care Association
The Gates Family
Dr. Capobianco

Value Award
Leigh Holt
Father Joe McDowell
Dr. Robert Cross
Kathy Briar
Leo Roselip

What Ever It Takes Award
Judge Jack Griesbaum
Dennis & Lynda Thompson
Guardian Ad item Program
Mary Ann Sterling
Devereux Florida

Leading Light Award
Carol DeLoach
CBC of Brevard
Thanks Our Generous Sponsors

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HSBC
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ChecMarc’s of Palm Bay
Shell’s
Abaco Jack’s
Longdogger’s (3 locations)

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Curves for Women
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Metro Cinema Café
Cinema World
Aquarina Beach & Country Club
Charlie & Jake’s
Dixie Crossroads
Apple Barrel Gifts & More
Bernardí’s Surf
Mobile Car Wash
East Coast Winery
Melbourne Ballroom School of Dance
Essentials Spa
New Dimensions Dance Company
Imperial Salon & Spa
Hair Cuttery
Merritt Island Rotary Club
Ms. Kimberly Miller
Mary McCarthy Bridal Wear
Meredithí’s Bridal Shop
Moniqueí’s Boutique

Think of giving not as a duty, but as a privilege.

-John D. Rockefeller, Jr.
Providers
Child Care Association
Children’s Home Society
Devereux Florida
Links of Hope
Crosswinds
Intervention Services
Children’s Advocacy Center
Yellow Umbrella
The Haven for Children
Coastal Behavioral Therapy
Florida Mentor
Open Door
Hacienda Girls’ Ranch
Brevard County Country Acres
My Refuge
Florida Tech CPS
Dr. Scott Kaplan
STAR Consultants
Behavior Services of Brevard
Behavior Works
Ilene Scharf
Carraro Consultants
Family Counseling Center
Dr. Ronald Seifer
Dr. Jeffrey Williamson
Owens & Lake Wellness & Counseling
Dr. Barbara Paulillo
Dr. Monique Levermore
Dr. William Riebsame
Dr. David Greenblum
Dr. Judith Siegler

Florida Tech Family Learning Program
Ramsay Counseling
Circles of Care
Alternate Family Care

Partners
Brevard County
Board of County Commissioners
Florida Dept. of Children & Families
Leadership Roundtable Alliance
Together in Partnership
211
United Way of Brevard
PREVENT
Healthy Families
Space Coast Advocacy Network
Barking Geco
Universal Pathway Church

got love?
Community Based Care of Brevard
Works in Partnership with:

Florida Department of Children & Families

children’s home society
OF FLORIDA™

Devereux

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