

**Franklin County Children Services (FCCS)
2019 3.10 Mill Replacement Levy Proposal
HSLRC Meeting Minutes
April 04, 2019**

The Human Services Levy Review Committee (HSLRC) meeting was called to order by Jesse Hemphill on April 04, 2019 @ 11:02 am.

ROLL CALL

HSLRC members present: Jesse Hemphill, Michael Curtin, Rose Handon, Jerry Friedman, and Zak Talarek

HSLRC members absent: Jean Carter Ryan and Jim Bowman

Office of Management and Budget (OMB): Rachel Buske and Dayna McCrary

Franklin County Children Services (FCCS): Chip Spinning, Alice Maddox, Lara LaRoche, Tina Rutherford, Shaun Carter, Anne O’Leary, Deborra Armstrong, Kim Toler, Brad Gregg, Elizabeth Crabtree, Linda Peters, and Melanie Jones

REVIEW AND APPROVAL OF METTING MINUTES

Mr. Hemphill announced that the next item on the agenda was the approval of March 7, 2019 meeting minutes and asked if the Committee had any edits or comments.

Mr. Hemphill made a motion to approve the minutes and Mr. Curtin seconded the motion. All members voted “Aye” and Mr. Hemphill said the motion carried.

FCCS 2019 LEVY REQUEST FOLLOW-UP DISCUSSION-HSLRC &FCCS STAFF

Mr. Hemphill stated that the purpose of the meeting is discuss the responses that FCCS provided to the Committee based on the questions that came out of the last HSLRC meeting. He thanked FCCS for the detailed responses provided and turned the discussion over to Ms. Buske.

Ms. Buske explained that the committee determined a number of years ago that having the agency come back for a second face to face meeting was valuable in order to have more of a dialogue after the presentation. The Committee received FCCS responses to their questions and would like to discuss the responses as well as additional questions the Committee may have.

Mr. Hemphill turned it over to Mr. Spinning for introductions.

Mr. Spinning introduced his staff and told the Committee they were grateful to be here. He reiterated that FCCS is requesting a replacement of its existing 3.1 mill levy. The budget included with the request has a growth rate of approximately 2.45%. He acknowledged that revenue is tight and hoped that the information FCCS provided has been helpful.

Mr. Hemphill stated that the Committee was appreciative of the information provided.

Ms. Handon also stated that she appreciated the level of detail and asked Mr. Spinning to further discuss the millage request.

Mr. Spinning stated that FCCS had wanted to increase the smaller 1.9 levy five years ago to bring the two levies closer together so that there is more balance. FCCS did not anticipate having such a high cash balance coming into this request and is now requesting a straight replacement.

Ms. Maddox added that the strategy was to balance the two levies, but the agency is asking for a replacement in part due to community acceptance at this point. The Committee and agency will have to address increasing the 1.9 mill levy if the 3.1 mill levy is not replaced.

Ms. Handon suggested that the discussion start by addressing the responses provided by FCCS and the Committee agreed with this approach.

FCCS went through the responses to the Committee questions and provided additional information as requested.

FCCS provided an update as to progress against the HSLRC recommendations from the 2014 levy review:

Cost Savings: They referred the Committee to the levy book and presentation which show the increased use of kinship placements and Alternative Response, both of which are more cost effective. The agency has also invested in its intensive in-home services that help to reduce the need for placements which are more expensive. The recidivism rate is not as high with youth who have been served by in-home services.

FCCS also works to maximize federal reimbursements and noted that some in-home services are reimbursable.

Mr. Friedman asked if in-home services and administrative costs are reimbursed through Medicaid.

FCCS explained that they work hard to maximize federal reimbursements and noted that some in-home services are reimbursable and some are not. The same is true for administrative costs. FCCS uses the State of Ohio formula to determine what is reimbursable and employs the Random Moment Time Study (RMS).

Mr. Friedman asked about the psychiatric placements that the agency determined were reimbursable for more than \$2 million. Did they use the Random Moment for those?

Ms. Maddox affirmed that these costs fell under the RMS and that the agency always looks to determine if out of state placements are Medicaid eligible. They also make sure that doctor's appointments are reimbursed.

Ms. Handon asked for more information about the out of state placements, which was estimated at approximately 100 children. She wanted more information about attempts to return those children to Ohio.

FCCS explained that some out of state placements are kinship placements or children moving in with non-custodial parents and some are in residential treatment facilities. They do attempt to bring children back to this area when possible.

FCCS explained that they have an initial meeting with children in treatment in the first 30 days and try to make sure these placements do not last more than six months, although they cannot completely control or predict this based on the diagnosis. They also try to avoid residential treatment by bundling more intensive in-home services together, which is often an option after the placement ends.

Ms. Spinning further explained that the fourteen children they had mentioned are in what is called a PRTF, it's a Psychological Residential Treatment Facility, which is a placement Ohio does not currently provide. They are hopeful Ohio will provide this option in the future.

Mr. Friedman asked FCCS to explain the criteria for a non-related kinship placement.

FCCS explained that they prefer to place children with people they know, which could be a former foster parent or a step-parent or former spouse or partner of their parent. They do all of the required home visits and other service checks in these cases.

Ms. Maddox added that if a child is placed with a specified relative, the relative might be able to get additional TANF benefits.

Mr. Friedman asked FCCS to confirm there is no direct cash assistance provided.

FCCS stated that they do provide assistance, and that some states provide a kinship stipend, different from what Ohio provides.

Ms. Handon noted that it is encouraging that only a small percentage of out of state placements are high end and that they are only placed out of state because Ohio does not provide these services.

Ms. Handon recommended that the conversation turn to the caseworker turnover rate.

FCCS explained the various initiatives implemented to try to reduce caseworker turnover, which has been a significant issue for the agency. FCCS now uses a new screening process tool from the State of Maine and has expanded hands on training opportunities. FCCS has reduced the caseworker to supervisor ratio and tries to maintain manageable caseloads by giving new staff a lighter caseload and working them up to a higher caseload as they gain more experience. FCCS has also increased pay rates and provided on-site counseling to address post-traumatic stress disorder.

Mr. Curtin asked what the minimum qualifications are for an applicant to be a caseworker and are those qualifications set by the state or by FCCS?

FCCS answered that statute requires a college degree in social work or a related field such as criminal justice, psychology, or sociology. FCCS gives incentives for licensed social workers and for those with master's degrees. While they focus on hiring social workers, FCCS has expanded to other fields due to labor shortages. FCCS is always looking to implement best practices to retain workers in such an incredibly difficult and challenging job.

Ms. Handon asked if turnover is also an issue for managed board and care entities.

FCCS affirmed that this is an issue for private providers as well but that they have more flexibility to offer more money and do not have unions.

Mr. Spinning stated that even as much as FCCS does struggle, he feels from talking to his peers throughout the state and the nation that FCCS is probably doing far better than most of them; even still it's a significant challenge.

Mr. Spinning explained that intake workload fluctuates and is related to the school schedule. During high peak periods he began deploying non-caseworker staff who had experience and training in casework to go out into the field and carry cases. This was done to alleviate the burden on caseworkers to carry too many cases. High peak times are traditionally when they see burnout and caseworkers leaving the agency. He felt that FCCS had skilled workers who knew how to do the work, engage families, and could provide support. FCCS now deploys additional support on a voluntary basis throughout the agency. This is a unique initiative that other jurisdictions are not employing but FCCS has an existing trained workforce that has the skill sets and FCCS uses them to help limit the use of staff overtime during periods of peak demand.

Mr. Friedman asked if they partner with higher education on these issues.

FCCS works with Ohio State to provide an onsite social work master's and provides tuition reimbursement. FCCS is looking to partner with other universities as well. FCCS also works with state colleges through the University Partnership Program (UPP). It allows people working on social work degrees to get core child welfare training classes as part of their tuition hours. If they work in child welfare for two years they can also receive tuition reimbursement.

Mr. Friedman asked how many of the caseworkers hired in 2018 came directly out of college.

Mr. Spinning guessed that it was high but did not have an exact figure. He asks at new employee orientation and at least three quarters state that it is their first professional job.

Ms. Maddox explained that the UPP is a state program and the state reimburses individuals. The federal government also offers loan forgiveness for people who stay in the field at least ten years.

Mr. Spinning noted that retention is higher among people who have gone through UPP.

FCCS explained that usually the internship is done in their senior year for undergraduates and for one year for master's candidates. There is an accelerated program at OSU, and the internship lasts for 400 hours to 500 hours.

Moving on to the next question, Mr. Carter explained that the last federal Child and Family Services Review was completed in 2017. He referred the Committee to the supplemental materials provided. Ms. Peters went over a one page summary that shows that neither Ohio nor Franklin County achieved the 95% goal on those targeted items. FCCS is now partnering with the state of Ohio to develop the Performance Improvement Plan, which contains strategies to address the areas which necessitate performance improvements.

Mr. Talarek asked how Franklin County's performance compared overall based on the state-wide metrics.

Ms. Peters noted that FCCS was slightly higher than the state on several of the items, and slightly lower on several of the items. In general, the state focused on the safety items and the well-being items. The focus is on general strategies for assessments and case planning. FCCS agrees with the assessment and is working on specific items related to their agency. Mr. Carter noted that FCCS provided the data for the charts in the levy book and presentation.

Mr. Carter discussed that a strategic focus of the agency is to decrease the incidence of maltreatment while in care. He referred the Committee to a graph FCCS created that demonstrates that the Franklin County rate of maltreatment while in care has been relatively flat over the past five years. In March 2014, there were 202 incidences accounting for 8.5% of maltreatment while in care. In December 2018, there were 163 incidents, which is a decrease in number, but not necessarily in percent, because the percent was 8.4%. He referred the Committee to pages 11-13 in the responses provided by FCCS that demonstrate some of the initiatives created to address this issue and the impact to date.

Ms. Handon asked if the rate of maltreatment while in care for Franklin County was similar to rates from other metro counties.

FCCS explained that maltreatment while in care is one the metrics that the state struggles with and trying to improve upon it is a focus.

Mr. Carter: If you're asking is anyone around the state knocking it out of the park, the answer would be no.

Ms. Handon noted that the rate for Franklin County had been flat over a number of years and asked if that were the case elsewhere.

FCCS agreed to produce the same graph for all of the major metro counties and send it to the Committee.

Ms. Handon stated that this would be important to look at because the message that is being conveyed to the community is that children are safe in care and that is an important message to convey.

Mr. Spinning explained that reentry rates, as an example, are lower when children are placed in kinship care and foster care. They have a higher rate of permanency and are less likely to come back into the system. So lower levels of care are not only less expensive but also have better outcomes for kids.

Mr. Friedman asked FCCS to explain how maltreatment is spread over different types of treatment.

FCCS explained that children are often in higher levels of care due to behavioral issues. If restraints are used, which are sometimes necessary, this often meets the standard of maltreatment. The State of Ohio has a very low threshold. When children engage in violent behavior, the rate will be higher. With kinship placement, maltreatment rates are significantly lower.

FCCS explain that maltreatment rates are often subject to measurement error because sometimes abuse that occurred prior to placement will inadvertently be included in the rate.

FCCS noted that often children when they feel safe whether there with another kin or in a foster home might then start talking about other things that happened in the home for which the provider, worker, or the clinical therapist will report. That could have been when they were five, two years ago, or six months, sometimes they don't readily tell at intake some of the things that happened because they're in a crisis. Once the trauma can be addressed FCCS can try to stabilize at the child.

FCCS noted that anytime that a child goes into out of home placement, they are seen by a nurse and medically screened at that time. Once they go into their placement when we have custody, whether it kin, residential group, then they have yearly physicals and eye exams. If a child is being adopted they receive a psychological exam if they are over the age of four, and in more clinical assessments there are additional screenings that are employed, such as for trauma or educational functioning.

Mr. Friedman asked if these assessments are covered by Medicaid.

FCCS explained that sometimes these assessments and treatments are covered by Medicaid and sometimes they are not. FCCS always seeks a Medicaid provider first and if there is not a suitable Medicaid provider then FCCS looks at alternatives, FCCS explained that most of the time there is a Medicaid provider here locally that can address that issue.

FCCS explained that there are some limitations on how many assessments a child can receive within twelve months. So once a child hits that cap, FCCS will not be reimbursed, even if the child goes to a new provider that may try to do an additional assessment.

FCCS then explained how the agency conducts evaluations of current initiatives. They have an evaluation team that periodically reports on and analyzes data from the CFSR. They also track paid placement and caseloads across the agency and leverage data from the Statewide Automated Child Welfare Information System (SACWIS). Their approach is what they call multidimensional because they look at a variety of data to see how they impact all areas of the agency. They often survey staff and consumers to be able to adapt their service delivery. With contracted providers they review reports to determine if they are meeting their performance indicators. These data are used to inform the agency Strategic Plan. The current plan period is from 2018 to 2023. There are eight goals (page 20 in the levy book) that spell what the agency will focus on for the next period. This allows FCCS to align any strategy or metric to the overarching goals. It is a way to tie together separate initiatives that may impact each other without staff necessarily realizing it. A crucial piece of the plan are the four guiding principles and the twenty-five Key Performance Metrics. It makes the agency focus more specific and more accountable.

Ms. Peters explained the agency performance improvement efforts that facilitate quarterly peer reviews and collaborate with program areas. They work with each program to develop goals and identify areas for improvement. The program develops strategies that they think will help improve that goal and they continue to do quarterly peer reviews to monitored their progress. Secondly the agency conducts performance reviews on family team meetings and case review and facilitation. Lastly, there is the oversight of private managed care providers to make sure they are in line with outcomes and desired goals as well.

The Committee asked why the 27th pay period that will occur in 2020 was not accounted for in the FCCS provided budget.

FCCS noted that this was an oversight and that the cost would be approximately \$2.1 million. FCCS also explained that the budget did not include election expenses (an agency must pay election expenses for placing a levy on the ballot in an odd election year) but that these expenses would be approximately \$500,000.

The Committee asked for more detail on an anticipated increase in Medicaid revenue of \$2 million and an increase in State revenue of approximately \$3 million.

FCCS explained that the \$2 million is not an increase in revenue but a decrease in expenses because they were able to get reimbursement for a number of high end Psychiatric Residential Treatment Facility (PRTF) placements. A lot of work went into documenting the children's needs, previous failed services, the placement provider's credentials, their service modalities, and other relevant factors. The details were reviewed with the Ohio Department of Medicaid (ODM) and they agreed the specific placements did meet the standards for a PRTF placement and thus did qualify for Medicaid support of the placement. The agency will continue to review high end residential placements to evaluate and assess the possibility of the placement being eligible for Medicaid support. However, it should be noted that ODM make the final decision to allow for Medicaid coverage of the placement cost. FCCS partnered with a consultant on how to do this and how to navigate these systems and that helped lead to this success.

The \$3 million in State revenue is just a proposal from the Governor at this time so it is not included in revenue projections.

Mr. Talarek noted that there should be a more definite answer as to whether or not there will be additional State revenue sometime in June.

The Committee asked FCCS to explain what it is doing to maximize Title IV-E and Medicaid reimbursements. Please explain how FCCS is using local and state funding as a match?

FCCS stated that for every child that comes into care, the agency determines their Medicaid eligibility right up front to ensure that medical expenses can be paid by Medicaid, particularly since some of the placements have elements that they bill directly to Medicaid. On the administrative side, FCCS again discussed the use of the Random Moment Sample (RMS). FCCS uses 2,600 individual samples every quarter and looks for opportunities to bill services to Medicaid, such as when doctors' appointments are included in family visits.

Mr. Talarek stated that his understanding was that FCCS is reimbursed for IV-E eligible expenses approximately 62% of the time. He asked if this is still the case.

FCCS confirmed that the reimbursement rate is still around 62%. For IV-E cases, FCCS determines up front if a child is eligible for reimbursement and tries to use a placement that is IV-E eligible. Right now FCCS is able to use flexible spending through the Project Ohio waiver that allows the agency to receive funding upfront, rather than only receiving funding after a child is placed out of home. This allows FCCS to pursue other services before turning to placement options, with the hope of being able to keep children in the home. The Protect Ohio waiver has allowed FCCS to minimize out of home placements which is more cost effective.

Mr. Friedman confirmed that FCCS encourages providers to become Medicaid eligible and asked if it is possible to require providers to do so. He also asked FCCS to explain the process utilized to qualify providers.

FCCS explained that some providers are reluctant, especially if they are out of state, and that FCCS has the ability to choose a Medicaid eligible provider when there are multiple providers. This will encourage

providers to become Medicaid eligible, but if the service is unique the agency does not have the leverage to require it.

Mr. Friedman asked if FCCS has to bear the entire expense if a provider is not Medicaid eligible.

FCCS affirmed that this is the case but explained that sometimes FCCS only pays the Medicaid rate anyway and a provider will accept that as payment in full.

Mr. Friedman recommended that FCCS consider contracting with a consultant to maximize Medicaid reimbursement.

The Committee asked FCCS to discuss the planned move to the State IT network and explain whether or not anticipated savings were built into expense projections.

FCCS informed the Committee that the agency is working with the State but does not have a MOU or an actual contract in place. FCCS has already absorbed most of the upfront costs and noted that it currently pays the Franklin County Data Center approximately \$40,000 per month and that the expected cost should be reduced once they move onto the State network.

Mr. Talarek asked if FCCS could describe if there are other cost reductions or efficiencies similar to the IT consolidation currently underway. He specifically asked about the AX implementation (the AX is an internal accounting system that allows FCCS to see its expenditures in greater detail).

FCCS explained that the AX system has allowed them to decrease pockets of expenditures because the agency can isolate expenses and look at trends in greater detail with less manual work. One thing FCCS has been doing is providing pack and plays rather than cribs because they are less expense and easier to move from location to location. Most of the savings are generally in the service areas, which is about 7-10% of the budget. These expenses provide services for kinship care and help to reduce the need for more expensive placements.

Mr. Talarek pointed out that he thinks it is a great story for FCCS that spending in Social Services has been relatively flat over the last three years in large part to the increased use of kinship care and Alternative Response.

Mr. Spinning stated that FCCS will continue to look to maximize cost saving initiatives but at some point they will max out these opportunities.

Ms. Maddox noted that when spending in this area is level, there is a lot of work that goes into keeping those expenses down.

Mr. Talarek referred to the turnover heat map FCCS provided and asked FCCS to explain if hiring additional caseworkers has had a permanent impact on turnover because longer-term employees were less likely to burn out and leave the agency.

Mr. Spinning affirmed that with additional caseworkers, FCCS has been able to keep caseloads more manageable, particularly by allowing inexperienced workers to work their way up to a full caseload. This reduces turnover at all levels because more experienced caseworkers are less likely to be saddled with an even higher caseload when newer employees leave.

Mr. Friedman asked if FCCS is able to employ paraprofessionals.

Mr. Spinning affirmed that FCCS hires paraprofessionals for its Social Services Aides (SSA) and Community Service Workers (CSW). He added that the use of paraprofessionals is quite effective in helping caseworkers with their duties. Some of them are people who have four year degrees or two year social work degree or no degree, but they go through a battery of testing. Most of them say they like working with youth

and families and that's been their passion. FCCS has begun looking for ways to help paraprofessionals with their educational needs to use the position as a career ladder for long-term employment.

FCCS noted that SSAs help with visitations, because the requirements for face to face visits with children in care can be very high. FCCS might have to do forty home visits a month with the parent and then the parents have to visit the agency with the kids. So the SSA helps with transportation and getting the children to the agency. The CSWs can also help with housing, daycare, or other issues. Ohio Start is the model between AOD and child welfare that also has a family aide that works on the addiction issue specifically and then child welfare deals with the case planning. So these positions help with supportive services and relationship building that can engage and empower families and come up with better and more efficient ways to address needs that may be outside of the case plan.

Mr. Spinning stated that he is beginning to fundamentally think the way child welfare is designed and regulated doesn't make sense today. It is the safety net for all these other systems, but it is still operating under a historical model that's been in place for a long time. Some of the requirements that have to be performed by caseworkers with extensive education and training could be handled by other staff.

FCCS explained that the agency does not break costs down by unit of service but did provide out of home placement per diem rates. It costs approximately \$89/day for foster care; \$289/day for residential treatment; and, \$331/day for group home placements. For foster care, the daily rate includes administrative costs for providers.

FCCS and the Committee discussed historical staffing from 2014-2018. Mr. Talarek added that the approved 2019 budget staffing level was 815.0 FTEs. FCCS also discussed the table of organization provided.

The Committee asked FCCS to provide information on the increased use of Alternative Response and how it has reduced expenses.

Alternative Response (AR) is one of two pathways to assess screened in reports of abuse and neglect. With the alternative pathway, this pathway removes the requirement to label alleged perpetrators and victims as labeling can impede the ability to rapidly engage families. With AR, FCCS can equally assessed safety and risk. It's an engagement strategy and it wasn't introduced nationally as a cost savings measure; however family engagement can be linked to more efficient safety and permanency outcomes.

Turning to the question as to what Children Services has done differently since the last levy request, FCCS reaffirmed the focus on finding family like settings for children, reducing congregate care, and expanding ways to keep children connected to the community. Last year FCCS placed 1,941 children with kinship caregivers, an increase of 74% since 2014. FCCS has increased family search and engagement efforts to locate potential caregivers. Kinship staff have expanded their hours to be available on evenings and weekends.

FCCS cited its work with the Annie E. Casey foundation to engage our court partners in the identification and development of a rapid response for the court involved youth. They have also been learning more about the impact of trauma on the children and families. The reality is that many of the community's children have experienced trauma before their interaction with child welfare and other systems, and when they are removed from their homes, it adds additional trauma.

FCCS has increased numerous partnerships over the years, such as with the Alcohol, Drug and Mental Health Board (ADAMH), the Franklin County Board of Developmental Disabilities (FCBDD), and the Nationwide Children's Hospital to share resources and accomplish efficiencies in service delivery for children and families who interact with more than one organization. The agency has been intentional in efforts to be more culturally responsive in how children and families are served, which we realized is a constant journey. Realizing that the diversity of our community in Franklin County is continuing to evolve and change, FCCS works to be responsive to the different cultural needs of children. Through the Youth

Transition Services program, FCCS provides resources and help and support to help youth be prepared to transition out into the community.

FCCS and the Committee reviewed data by age cohort. FCCS provided data broken out into three cohorts by developmental stage: 0-5 years of age; 6-10 years of age; and, 11-18 years of age. Children ages 6-10 represent the smallest percentage of agency caseload.

Mr. Curtin asked why 6-10 year olds are the smallest percentage.

Mr. Carter offered his opinion that older children are more likely to be involved in the juvenile system and that babies demand the most attention. Another staff member added that from a developmental standpoint, 6-10 is an age group biologically that is considered more peaceful and helpful and they tend to get along better with adults and parents. They are easier to take care of than younger children and less likely to get involved in trouble-making as older children are.

FCCS explained how it is using census tract data and data based on school districts to inform decision making. FCCS continues to find new and innovative ways to leverage census tract data to better understand how location impacts our work, including a 2018 partnership with Thoughtwell, LLC to map data on Referrals, Screen-Ins, Case Openings, and Removals by the geographical regions of our county. Mr. Carter specifically mentioned four pieces of information:

- Nearly every census tract in Franklin County had at least one child referral to FCCS.
- Of the number of children referred to FCCS, cases reported in the Central and Southern regions of the county had higher rates of screened in referrals.
- Portions of Columbus, Whitehall, and Reynoldsburg contain the highest rates of referral per 1,000 children when compared to other municipalities within the county.
- As is consistent with other similar census tract studies; census tracts with the highest case opening rates per capita also border Interstates 70, 71 and 670 as they bisect through the central region of Columbus.

Ms. Handon asked if the agency is involved in any type of collaboration or leadership discussions with community leaders in Columbus, Whitehall, and Reynoldsburg to discuss trends and how they can work together to best maximize resources.

Mr. Carter announced that Children Services is looking at redesigning educational with the school districts that have the highest caseload representation in the county. Three weeks ago FCCS met with Whitehall City Schools and Reynoldsburg City Schools about how to partner more intentionally. FCCS already meets with Columbus City Schools monthly.

Mr. Spinning explained that they also partner with Commissioner's office on homeless taskforce, on the poverty taskforce and on infant mortality. FCCS will participate in any initiative that aligns with their programmatic goals.

Ms. Handon asked FCCS to provide additional information on the use of community surveys, specifically: the process, the methodology, and the frequency (including different types of surveys).

FCCS explained that the Public Opinion Survey discussed at the first meeting is conducted once every four or five years. Before FCCS goes on the ballot again for a levy, the agency engages the community to determine what they know about FCCS, their overall opinion of FCCS, and to gather information on ways to improve education, outreach and overall operations. Through a contract with a private survey firm, FCCS interviewed 600 adults: 360 responders contacted by a landline and 240 contacted by cell phone. The survey included responses from individuals who had contact with FCCS. The information provided a summary of responses from the survey. Overall response was favorable about the community's approval of the various services FCCS provides and the agency's image.

Ms. Handon asked if a previous survey was conducted 5 years ago and if the results were similar.

FCCS stated yes, in 2009. FCCS reported that the survey produced similar trends as compared to 2009, with some areas being received more favorably.

Ms. Handon asked if FCCS is able to survey actual consumers and parents after cases are closed or if the focus is on people not engaged directly with FCCS.

FCCS stated that for this particular survey it is overall community member selected at random and some of the people interviewed happened to be people that had contact with our agency.

Ms. Handon clarified that she would like to know if FCCS sends out surveys directly after cases are closed to families regarding their experiences.

FCCS explained that for youth 18 up to age 21, there is the National Youth Transitional Database which is a federal government database. For all the youth who emancipated out of services at age 18, FCCS must contact them every couple of years and survey them. They often try to do it in person with young people, one to see how they feel once they leave the agency, and also for adoption cases so that there is the ability for the families to give feedback on services. There is also surveying that's done for the Council on Accreditation (COA) process for accreditation, and if FCCS is a part of evaluations, those groups typically come in and also survey. Some groups even do focus groups with families. Once the case has been closed families are invited through a random process to participate in a focus group and then that information is synthesized to produce usable information. The providers send surveys to FCCS staff to see how well the staff feels that FCCS is meeting the needs of the families. During their reviews, every ninety days FCCS meets with families to go over their cases and their case plans. Families are surveyed at the end of that meeting about their experience and their interaction with staff.

FCCS explained that 27% had personal experience with FCCS and of those, 56% were satisfied and 42% were not satisfied.

The Committee asked FCCS to discuss how it engages in community dialogues. Specifically, the Committee asked for the themes of past dialogues and how the agency determines which zip codes to target for community hubs.

FCCS has had two community dialogues so far and plans to do more of them FCCS started focusing community hubs in zip codes that have a high number of cases. This has two purposes: to engage with the community, find out what resources are available that may help children and families, and to explain to the community what services FCCS provides and how the community can help prevent and mitigate child abuse and neglect. Residents can mentor, volunteer, be a foster parent, support a kinship family, or support a youth through college bound mentoring. Having a presence in the community helps people understand their work.

The Committee asked FCCS to provide a report card on the success of managed care. How do the performance and outcomes in managed care compare to placement services. Has managed care led to cost savings?

Ms. Handon also asked how the expiration of the Protect Ohio waiver will impact Managed Board & Care.

FCCS noted that the agency has been involved in the waiver since 1997 and there have been a number of federal evaluations. There were six different strategies that counties could employ and one that FCCS chose was managed care. The federal evaluation determined that it was difficult to compare the work of FCCS to the work of managed care entities because of the business rules. For example, by federal mandate, managed care entities cannot conduct investigations of abuse/neglect, only the public agency can do that. Once a case is open and it gets assigned to managed care, they are required to follow the same mandates and laws that the public agency is required to follow, but within the contract you can modify the terms. For example, if a

case re-opens that a managed care partner closed within twelve months of the closure, they take it back with no additional funds. For FCCS, anytime a case re-opens there is no a limit or cap.

Managed care has a positive impact on the budget because the costs are more or less controlled by the contract rate. FCCS stated that the agency has contracted with a consultant to review its managed care contract and to determine an appropriate case rate and performance incentives. The consultant will also help FCCS prepare managed care entities for how business rules will change under the new law.

Mr. Friedman asked how the case rate is paid.

FCCS explained that the case rate is paid in monthly installments. Each entity is assigned a set number of cases. FCCS has been able to get federal reimbursements for some of its managed care costs.

Mr. Hemphill offered his opinion that he was very impressed by FCCS for the thorough responses and effectiveness of the data shared.

FCCS thanked Mr. Hemphill, the Committee and staff.

HSLRC DISCUSSION OF LEVY REQUEST

Ms. Buske presented different levy scenarios for the Committee to review. She provided a two page handout that showed the impact of the 3.1 mill replacement versus the 3.1 mill renewal. The replacement levy would increase revenues by more than 10%, but the cost to the taxpayer would increase by approximately 28%. This is due to the fact that the state would no longer cover the 10% homeowner rollback and the 2.5% owner occupied homeowner rollback with a replacement. The state will only provide the rollback if voters approve a renewal. If the Committee approves a renewal with 0.3 mill increase, then the revenue amount will be approximately the same as a replacement but the cost to the taxpayer will only increase by approximately 12%. The public does not always understand that a replacement is more expensive than an increase.

Ms. Handon speculated that FCCS appears comfortable with a renewal and asked if other Committee members inferred the same thing.

Mr. Talarek recalled that FCCS made their projections before the Governor indicated that he would push for additional state funding. He looked back at the 2014 report and the concern is that the cash balance was at nearly eight months and whether or not the public would support an increased burden with such a large cash balance. Over the past five years FCCS has added 75 employees and barely touched cash reserves, necessitating that the Committee again ask if an increase is warranted. He also raised the issue that the FCCS 2019 projection was at budget, despite historical actuals showing that they do not expend at budget. He asked Ms. Buske to confirm this.

Ms. Buske affirmed that FCCS has expended approximately 97% historically compared to budget. She stated that their projections seemed very conservative and too high.

Mr. Talarek Informed the Committee that with government budgeting, you cannot spend more than you budget and rarely is a budget an actual projection. He noted that Ms. Buske will provide additional scenarios at the next meeting based on whether or not the state provides additional spending as well as other potential scenarios.

Mr. Talarek explained that the effective rate of a levy goes up or down based on property values so that taxpayers do not pay any more or less than the original amount over the levy period.

Ms. Buske explained that she is developing a 2019 projection that is more strongly tied to actual spending, based on prior years as well as year to date spending. At the next meeting the Committee can review this and determine how various scenarios impact the recommended cash balance over the next five years.

The Committee agreed that this would be helpful.

NEXT STEPS-OMB

Ms. Buske informed the Committee that the next meeting would focus on reviewing additional projections and analysis. The Committee should also consider sending additional questions and requests for information to FCCS.

CLOSING REMARKS

The next HSLRC is scheduled for Thursday, April 18, 2019 for further discussion related to the levy request.

Ms. Handon made a motion to adjourn the meeting and Mr. Talarek seconded.

The meeting was adjourned at 1:11 pm.