Juvenile Welfare Board Finance Committee Meeting: 2013 : 10 : 24 : Packet

Juvenile Welfare Board of Pinellas County. Finance Committee.

Follow this and additional works at: https://digital.usfsp.edu/jwb_meetings

Recommended Citation

This Other is brought to you for free and open access by the Juvenile Welfare Board of Pinellas County at Digital USFSP. It has been accepted for inclusion in Junior Welfare Board Agendas/Minutes by an authorized administrator of Digital USFSP.
JWB FINANCE COMMITTEE MEETING

Thursday, October 24, 2013 @ 1:30 PM

Juvenile Welfare Board
14155 58th Street North
Conference Room 185
Clearwater, FL 33760

AGENDA

I. ACTION
   A. Approval of August 12, 2013 Finance Committee Meeting Minutes

II. DISCUSSION
   A. Florida Children’s Council Membership
      1. Action Report
      2. Council 24-Month Plan Final
      3. Final Benefits of Membership
      5. Budget Narrative for September 2013-14
      6. Council September Newsletter

   B. Finance Department Structure Evaluation
   C. Budget Planning Update
   D. Administrative Cost Rate
   E. Staff Salary Adjustments
FINANCE COMMITTEE MEETING MINUTES

Monday, August 12, 2013
2:30 PM
Juvenile Welfare Board
Conference Room 185

COMMITTEE MEMBERS PRESENT: Honorable Bernie McCabe, Chair; Honorable Bob Dillinger; Mrs. Elise Minkoff; Raymond Neri

ABSENT: Maria Edmonds

GUEST(S): Dr. Michael A. Grego; Honorable Raymond Gross; Commissioner Karen Seel; Dr. James Sewell; Jan Gorrie, Attorney, Panza, Maurer & Maynard, P.A.

JWB STAFF PRESENT: Dr. Marcie Biddleman; Dr. Mary Grace Duffy; Lisa Sahulka; Lynn De La Torre; Joseph Gallina; Denise Groesbeck; Marcia Marcionette; Debra Prewitt; April Putzulu; Sue Walterick; Karen Woods

MEETING WAS CALLED TO ORDER BY MR. MCCABE AT 2:40 PM.

I. A. Approval of June 4, 2013 Finance Committee Meeting Minutes

ACTION: Mr. Neri moved approval to accept Minutes as written; seconded by Mr. Dillinger; no further discussion; motion carried.

B. 1. Allocate $350,000 from the Program Stability Fund to the Community Priorities Fund and
2. Approve a Contract with Sun Meadows for Packaged Meals for Chronically Hungry Children.

Mr. Dillinger said the success of the food program has been great but they keep running into an issue with the school system. He thought the purpose of this program was to get the food into the community not the school system. All the allocated food would be gone rapidly if given to the school system so a fixed number of meals were distributed. Primarily on Friday afternoon the food is given to the children for the weekends. The Salvation Army on 34th Street is a big user. The purpose is getting the food to the people who really need it. The Personal Enrichment Mental Health Services (PEMHS) navigators and Neighborhood Family Centers (NFC) are using quite a bit of the food now. The school system never got a contract signed. They have a food truck, but the attorneys kept them from going out, so we went out and served a 1,000 children with our food.
Mr. McCabe: Why are we doing this out-of-cycle?

Ms. Sahulka: We have been monitoring the drawdown of the food and think all the funds will be expended by the end of the fiscal year. It is a one-time only allocation. The program began last year and funds have been allocated from fiscal year until now.

Mr. McCabe asked for what period of time would the $350,000 buy food.

Ms. Sahulka: From this point through to the end of the next fiscal year.

Mr. McCabe: Why not put it into the regular budget process for the next fiscal year.

Dr. Biddleman: It didn’t get put in next year because it is one-time only. If we are going to continue, it needs to be added into the budget.

Ms. Sahulka said this is not something that the Board would be able to do on an ongoing basis. The funds are available because of the Program Stability Fund.

Mr. McCabe: Are you suggesting that the $350,000 is non-recurring dollars with no guarantees we will be able to do this in the future?

Ms. Sahulka: Yes, but there may not be a need as great as it is now. Hopefully there will be an improvement.

Mr. McCabe asked Mr. Dillinger if there is any fear that it will create false hopes or dependency.

Mr. Dillinger said it is a possibility. The school issue is being addressed through Pac-a-Sac and Nourish-to-Flourish. The Salvation Army is taking care of a lot of children in three hotels. The funding needs to be looked at when the budget process is started in 2014. Mr. Dillinger agreed to manage the food program on the contingency that he would not utilize any of the food but he thinks JWB should look at this program when the budget process is started for next year. It has to be very clear that the food will be for the children and not single adults.

Mr. McCabe asked how we control that.

Mr. Dillinger: Periodically we go and check.

Dr. Biddleman: Directions uses Family Works which is where protective investigations is and the children are only there for a few hours as opposed to a day or two. It is 100% of Family Works children that are sent from protective investigations and also being watched from the Family Services Initiative (FSI).

Mr. McCabe asked about the second part of Item I. B.

Dr. Biddleman said if the amount was approved, JWB would contract with Sun Meadows for the packaged meals.

ACTION: Mr. Dillinger moved to allocate $350,000 from the Program Stability Fund to the Community Priorities Fund; seconded by Mr. Neri; no further discussion; motion carried.
ACTION: Mr. Dillinger moved to approve a Contract with Sun Meadows for Packaged Meals for Chronically Hungry Children; seconded by Mr. Neri; no further discussion; motion carried.

C. 1. Allocate $156,000 from the Program Stability Fund to the Community Priorities Fund and
2. Approve a vendor contract with Curriculum Associates to purchase the i-Ready® curriculum for the Out-of-School-Time (OST) programs of Coordinated Child Care (CCC) and Teen Arts, Sports and Cultural Opportunities (TASCO) of the City of St. Petersburg at a cost up to $156,000 (lump sum).

Debbie Volk spoke about the i-Ready® web-based program with an academic assessment tool and curriculum which is built upon the common core standards and facilitated by the curriculum associates. The program was brought to JWB’s attention by the school district for Promise Time to utilize with the school and providers. Children are assessed on-site for reading and math, looking at their strengths and deficiencies and creating a lesson plan for them which can be utilized during or outside of the out-of-school-time provider’s program. The program used grades and FCAT scores which are useful indicator tools to look at how they are doing in the school district, but this really looks at how the program is making an impact on the students.

Mr. Dillinger asked if there were age limits.

Mrs. Volk said it is K-12.

Mr. Dillinger said we already provided 2,800 licenses and we are doing another 2,600 licenses?

Mrs. Volk said 2,800 is for the Promise Time initiative. JWB is paying for the curriculum portion of the Promise Time initiative with the school and they are paying the assessment part.

Mr. McCabe asked how long the license was good for.

Mrs. Volk: One year.

Mr. McCabe asked where the recurring dollars would come from to keep doing this.

Mrs. Volk said JWB would like to pilot this program this year and then Out-of-School-Time (OST) for the future and also look at the overall financial aspect.

Dr. Biddleman said there are dollars allocated for OST.

Mr. McCabe asked who held the license and who would the license be assigned to.

Mrs. Volk replied that JWB did and that they would work with both CCC and TASCO to register youth into the system but JWB would have full administrative access and monitoring. Each child would be assigned the rights to use the system and the license stays with the child.
Mr. McCabe said the license dies at the end of the year and $60 is for the privilege of testing how well the child performed in the program.

Mrs. Volk said not only testing but also an online curriculum, lesson plans, phonics, and intervention to specifically address each child’s needs.

Mr. McCabe asked if we don’t have this how much are we spending per child.

Ms. Sahulka said about $4,500 a child for 12 months. The child can access the program from home along with a parent engagement piece.

Mr. Neri inquired as to how we know that they are actually doing it.

Ms. Sahulka said there is the ability on the back end to track them.

Mr. McCabe asked if there were provisions for training.

Mrs. Volk said it is included.

Commissioner Seel asked if the selection of children were based on income levels.

Mrs. Volk: Yes

Mr. Neri asked if it was connected to the overall education system, would we see some results in the classroom, and will the teacher notice it?

Mrs. Volk: We will be able to look at that information after the school year.

Mr. McCabe asked if it was tied into the CORE standards.

Mrs. Volk: It was built upon the Common CORE standards.

ACTION: Mr. Dillinger moved to allocate $156,000 from the Program Stability Fund to the Community Priorities Fund; seconded by Mr. Neri; no further discussion; motion carried.

ACTION: Mr. Dillinger moved to approve a vendor contract with Curriculum Associates to purchase the i-Ready® curriculum for the OST programs of CCC and TASCO of the City of St. Petersburg at a cost up to $156,000 (lump sum); seconded by Mr. Neri; no further discussion; motion carried.

II. Discussion

Items to be proposed to the full Board at the September meeting:

Mr. McCabe said these will be items that are going to be discussed at the September Board Meeting.

B. Intergovernmental Transfers (IGT) - (Moved Up due to Jan Gorrie’s schedule.)

Ms. Sahulka introduced Attorney Jan Gorrie of Panza, Maurer & Maynard, P.A. Attorney Gorrie works with hospital finance and she is also working with JWB in large measure because of federal
rules that are involved with the IGT. In order to draw down the maximum dollars for health care in
the community, we need to build public/private partnerships and hospitals in Pinellas are private
entities and JWB is a public entity. It is a partnership that was built on a need to draw down
additional dollars. For the administrative part, there was a boost to the bottom line of JWB.
Fortunately, it has worked as it was intended and now JWB is more aware of programs and resources
that All Children’s brings to the community. Each community in the state approaches these transfers
very differently and this has grown to about $2.5B statewide. A graph of what that potential might be
for this year was provided. (Item II.B. in Finance Committee Meeting packet.)

Mr. McCabe asked if the $6.7M was a region or Pinellas number from the graph.

Attorney Gorrie said there are constraints and limitations that are put on the federal level so that a
hospital can never earn more than what their cost limits are. All Children’s cost limit is lower
because the state pays more because of their unique mission. Bayfront is more on par with Baycare
and how that is determined, but Baycare has so many more facilities than just the one. Since All
Children’s was JWB’s first partner, they would like to be considered first, Bayfront came second, and
the County has an interest with the federally qualified healthcare centers.

Dr. Biddleman stated that she had a conversation with Ms. Gwendolyn Warren, Pinellas County on
Thursday and she became aware that the Community Health Centers are a little different. What JWB
has to figure out is: Do we want to participate in the IGT to its full capacity, which involves a $14M
cap? Also as to who we would be doing this with, as the County would like us to work with them on
what they are doing. The Community Health Centers do the transfers a little bit differently, and it is
not exactly in the same philosophical realm. Dr. Biddleman will find out more information. She said
the discussion today can be about All Children’s, Bayfront, and Baycare. Community Health Centers
is less than the $1.5M and we receive about $353,000 out of that and it can be done one time. Dr.
Biddleman spoke with Attorney Gorrie and Ms. Warren in the past month and all of a sudden many
phone calls were coming in, from hospitals and the Community Health Center. JWB wasn’t aware
that there was any issue about working with everyone. This will be a learning experience until we get
a little more education on the topic, and that is why Attorney Gorrie was invited to speak. The
question asked is should we think about adding something like this for the long term in consideration
that this is money that would not come back to this community if we didn’t do it?

Mr. McCabe: In pursuit of being very clear, tell me what we are doing and why we are doing it. He
remembers money from All Children’s Hospital but not the others.

Dr. Biddleman said this has grown and we didn’t think we should go any further. The only ones we
talked about at the Special Meeting a week ago were the hospitals we had already made a
commitment to as a Board and as a Finance Committee which were All Children’s and Bayfront.
Then along came Baycare and then it looked like it was becoming something else.

Mr. McCabe asked to go back to the beginning by explaining what IGT is, what we do, and why we
do it.

Attorney Gorrie said there are things that JWB currently contracts to have provided in the
community. Where there is nexus to what other partners in the community are doing, we have an
opportunity. What Ms. Sahulka and her team has done is looked at the menu of contracts that JWB
has. Behavioral health is one that has been identified as there being nexus between things that the
hospitals in the community are doing in that same arena and what JWB is doing. There is a reason
for the two to get together on those specific items.
Commissioner Seel said it used to be that the hospitals basically came to the County and they did the same system. The County backed away from that because they were using it to match their own funding now for the County’s indigent health plan. Attorney Gorrie approached the Juvenile Welfare Board because these monies are leveraged and come back to the hospitals for indigent care for children. A lot of the patients at All Children’s are served under Medicaid but there are some that aren’t and this money comes back to help fund services for those children and that is why is an incredibly important program.

Mr. McCabe asked what role does our money play in it.

Attorney Gorrie said for every dollar that goes out it brings back into the community $2.20. If you don’t double count the dollars that you put up, you are bringing back $1.20 into the community. All Children’s loses money on 70% of patients that they treat because they are on Medicaid.

Ms. Sahulka said we would be funding directly, for example, Nurse Family Partnership for a $1. The hospitals are giving us that $1 and we are giving that dollar to Nurse Family Partnership. Our pure JWB governmental dollar in order for this to match has to be a government dollar so it goes to the state and is matched at the federal level. When it comes back to the hospitals, say they spend a dollar on a Medicaid child they would only have gotten a certain percentage of that, and we are allowing them to get a little more back. The cap that we have on our ability to do this is that we only have a certain number of calculated behavioral health or counseling services so we can only match a certain amount of hospital dollars.

Mr. McCabe: What do we get out of our relationship with All Children’s except their ability to recoup more of their costs?

Ms. Sahulka: We get 10% back. JWB has never had a relationship with All Children’s Hospital and we now are having more of a conversation with them about how they deliver services in the community and how they might want to also to partner with us. The County is really doing the same thing so between Ms. Warren, Dr. Biddleman, and the hospitals there is now a communication about how do we best deliver services for children in Pinellas County in a health arena which was not happening before.

Mr. Dillinger: Why wouldn’t we maximize that to the fullest extent? We have a responsibility to the community to generate income for indigent health care for children within the legal requirements and is there a maximum.

Ms. Sahulka: The maximum is only because our primary function is not behavioral health, health clinics or health related services. Mrs. Sue Walterick and I have been extremely conservative about how we went through this process. What we don’t want is someone to say that it is health services when in reality it is not. They were very careful in going through the database and pulling out service components, and then matching the actual service component. For example, a program that does inoculations is clearly a health service but the rest of the program is not.

Mrs. Walterick said should the Board approve this discussion then we would move forward in September and ask the Board to accept an increase on the budget for approximately $9M in order to continue to do this.

Mr. Dillinger said as a Board we have the responsibility to maximize up to the allowable amount.
Mr. McCabe said it looks like we have other people who want to get on the bandwagon because the County quit doing it.

Commissioner Seel: The County basically said we are not-for-profit, and that is how monies are being pulled back through in order to be able to fund our indigent health care program for adults 18 – 64.

Mr. McCabe asked if the cities could do this as well.

Commissioner Seel said they could if they were health related.

Attorney Gorrie said they could but they are not at the moment because the cities typically aren’t in the business of doing anything that is health care related, but it is possible with changes. Centers for Medicare and Medicaid gives some guidance. Even in our own state, every County and community looks at this a little differently and the partnerships are all different so when the Feds are trying to do it on a national basis it gets even trickier to try and do so much of it as cookie cutter. One day maybe in the future parks and recreation funding may be a budgeted item for example due to a childhood obesity problem.

Mr. McCabe asked: When you add Bayfront, Baycare, and Community Health Centers do we have any way to isolate the care for children out of those entities?

Ms. Sahulka said when the dollar comes back down it is a dollar and goes to the entire population accessing Medicaid and we are not targeting per say to children.

Mr. McCabe said he thinks it could be a problem for our involvement, and that makes it a lot easier to maximize our efforts with All Children’s.

Ms. Sahulka said this is as much as All Children’s can do. Baycare is the gap that they closed so it wasn’t that All Children’s and Bayfront were offering more.

Mr. Dillinger asked where the $9M would come from.

Ms. Sahulka: Baycare.

Mr. McCabe asked if that was Baycare Pinellas or Baycare.

Attorney Gorrie: Baycare Pinellas.

Mr. Dillinger mentioned that they have the pediatric Baker Act which is almost all Medicare and that is a lot of money.

Dr. Biddleman said Baycare came in and said $2.8M.

Mr. Dillinger asked if we would get $2.8M.

Ms. Sahulka said the entire amount we would receive out of this program is $1.5M if we accepted Baycare. We get a $1.5M donation. The challenge to the Board is now that we are getting these dollars in and they are somewhat regular, how are we going to spend them as they are not ongoing dollars. This program could stop next year so we have to have a plan to think about what would be appropriate use for $1.5M. We have an unprecedented level of one-time only dollars that are coming
to JWB as a result of this program and as a result of our Targeted Case Management Program and we don’t have any policy to address how to handle these kind of dollars.

Mr. Neri asked what the limitations were.

Ms. Sahulka there are none. We should not do anything with these dollars that would take a child out of a service two years down the road.

Mr. Neri: While the facilities are there can we continue to serve those children at the facilities.

Ms. Sahulka said infrastructure allocations would be a good use of this money.

Mr. Neri said we have these five areas selected and most of them lack a physical plan.

Commissioner Seel asked Attorney Gorrie if the School Board could do the same thing and fund school nurses and health clinics.

Attorney Gorrie said she has tried to do it but has not come up with anything that is workable. So many children that are in the school system are supposed to get and do receive speech and occupational therapy.

Dr. Grego asked what about resources coming back for children’s health care issues. He receives no reimbursement for health care.

Mr. Dillinger said this is free money for us. The need for mental health services for children in this community is incredible and they are way underserved. There are children who are being Baker Acted and then released who are being told we will have someone visit your house in two months.

Commissioner Seel asked if you could fund school nurses, health clinics, and dental services.

Ms. Sahulka said we are not able to fund the school district.

Mr. McCabe said we do run a clinic at a high school.

Commissioner Seel said Dr. Dharamraj would put more clinics in the schools.

Mr. Dillinger asked if we could guarantee all the money we receive goes to children.

Ms. Sahulka said yes 100%.

Mr. McCabe asked how much are we getting now.

Ms. Sahulka said the current budget is $475,000 and it would be another $1M. If you are comfortable adding Baycare, the administrative cost is very small.

Commissioner Seel: I think we should have a further discussion about the Community Health Centers of Pinellas. The County is applying for a federal health qualified center ourselves which is called a 330E, which is what Community Health Centers are. There is a little disagreement about that at the present time. In my opinion, it should not affect the dollars that we should be bringing back to this community. If it is going to come through Community Health Centers and they are going to
serve the indigent, then I support it personally. I can’t necessarily speak on behalf of the County Commission, but I support it.

Dr. Biddleman said when Ms. Warren talked to me about it, it was not don’t do it, she just wanted us to be aware of a little bit of the situation you just explained and that they are trying to move forward with the federally qualified. If you are going to include everyone that is fine. We didn’t do anything about targeted case management or child care but what we are talking about right now are the hospitals and community health clinic.

Mr. McCabe recommended including Baycare and have it be presented to the full Board at the September Board Meeting.

Commissioner Seel asked if there will be a Community Health Centers discussion as well.

Mr. McCabe: Sure.

Commissioner Seel said Community Health Centers are medical homes and provide indigent care.

Mr. McCabe would like some information on the Community Health Centers at the September meeting and plans for spending an extra $1M in school or mental health situations.

ACTION: Mr. Dillinger moved to seek all available sources of income for the benefit of giving medical services to children; seconded by Mr. Neri; no further discussion; motion carried.

A. Fund Balance (Reserve) Policy Review

Mr. McCabe told the Committee that they had background information before them on the Fund Balance (Reserve) Policy Review. When the tax base started shrinking, and the money went down, Ms. Sahulka put JWB on a Program Stability Fund in order to continue to fund programs at their approximate level of 2009 or as close as possible until the economy got better. The economy has gotten better and there is money leftover and what do we do with that? It leaves JWB with a fund balance that is higher than what their targets are. They have contractually committed to fund agencies for two months in the 2013/2014 budget in the event of a natural disaster. Everything over $8.1M is theoretically a fund balance that is not committed and what is our total?

Ms. Sahulka: $13.5M.

Mr. McCabe: $13.5M versus $8.1M so what do you want to do with $5.4M one-time money.

Mr. Dillinger asked what the cost of business improvement meant.

Dr. Biddleman said it is for our providers, additional staff, and computer systems. They have had nothing from JWB for years other than the contract itself. It is a recommendation that we RFP some dollars out for cost of doing business and see if some legitimate requests are received.

Mr. McCabe said we used to do a technology fair of sorts around four or five years ago.

Dr. Biddleman said JWB was looking to see what the Finance Committee wanted to do and what ideas they might have.
Mr. Dillinger said we should think about putting some of that money aside to give to some of the agencies that are buying their own supplies and they may need some new computers.

Mr. McCabe asked if there was any support for using $1M for equipment renovation for providers only.

Commissioner Seel said if the technology is really critical the County surpluses their equipment after three years. She would prefer to use the money for children’s services.

Mr. Dillinger was told they couldn’t get the surplus anymore.

Commissioner Seel said she would check into that.

Mr. McCabe would like to recommend to the Board something for equipment and renovation.

Dr. Grego said another concept might be to mix the two. He is seeing tremendous return when he is placing laptops and netbooks into families’ homes and they don’t have to be new. Every school that did this had tremendous gains.

Mr. McCabe said maybe we can make this one of the options available to the NFCs.

Dr. Grego said they are pushing Bright House to do their $9.95 internet service to make an impact on the Region for a relatively small cost.

Dr. Biddleman: One thing we can do is put together three or four paragraphs based on what is being said here today and have a discussion at the Board Meeting.

Mr. Dillinger would like to add Children’s Mental Health Services

Dr. Biddleman didn’t want to just put out daycare slots except quality early learning could be expanded. The other item was Collective Impact. Dr. Duffy was asked to speak on that.

Mr. McCabe asked Dr. Biddleman if she contemplated any of this quality early learning money to be for infrastructure.

Dr. Biddleman said she thinks we need to do both.

Dr. Duffy said there is a lot involved in having the right facility and right staff.

Mr. McCabe asked of the $5.4M how much are you suggesting spending.

Ms. Sahulka said staff would like to propose that the minimum is a two month operating fund. In October, we don’t receive ad valorem revenues as it starts in November. In November, this would not be an issue, but nature being the way it is it could happen in October where we would not be able to provide our contractual obligations.

Dr. Duffy said that Collective Impact is bringing a variety of people together from the community from both the private and public sector to work on a project. To find a project takes a lot of partners, is complex, takes a lot of interaction, and usually requires a backbone organization. We have talked with the Executive Directors’ group about the possibility of identifying something in Pinellas
County in one of the five target areas. Potentially some of this could be seed money to get this going and JWB would not be the only provider.

Dr. Biddleman said when it was presented to the Executive Directors, Mr. Scott Goyer, YMCA recommended high school graduation rates, and this would be a good opportunity for JWB to lead that. This is a wonderful opportunity to do something, and one where we can have a great impact.

Mr. Dillinger said he is hesitant to spend money on consultation with people when the group at this table could identify specific problems that need to be addressed.

Mr. McCabe said don’t we essentially already have the blueprint for that in Pinellas County through the Administrative Forum. In theory, it was supposed to attract the public/private sector to work on things for the collective good.

Dr. Biddleman wanted to ask the Executive Directors to move over to the Administrative Forum. She spoke to Gwendolyn Warren, Chair of the Administrative Forum and she is willing to do some of these things. It can be done without JWB having to put forth any money. What do we want to do and be known for? A model can be done in Lealman and then go on to the other four risk areas.

Mr. McCabe said the Policy Group has not met in over a year and there is no timetable so nothing is being done. Good money was spent on this, and he hates to think all the effort is wasted. Mrs. Denise Groesbeck said the Administrative Forum did meet and they did adopt the Lealman area in creating a model. The software is still being used and they are currently in the process of doing a deep dive in each of those five areas within the next two months.

Mr. McCabe said the JWB Disaster Plan needs to be looked at every year.

Mrs. Groesbeck said Shelba Waldron at JWB is in charge of it.

Mr. McCabe asked if there was anything further on the fund balance.

**B. Restrict H. Browning Spence Education Award Fund in General Fund Balance**

Dr. Biddleman said this request gives JWB staff an opportunity to contribute to this fund.

Mr. McCabe asked if that was the only way to get money into the fund.

Ms. Prewitt said there have been contributions and there are people who donate recurring money. The awards are limited to $250 for two youth and if money comes in the awards can be elevated.

Mr. Dillinger asked what have we decided about funding the Early Learning Coalition (ELC).

Dr. Biddleman said it is in process.

Mrs. Minkoff said a special meeting is on the horizon

Mr. Dillinger said if we are not going to fund the ELC they should be told now.

Mrs. Minkoff said a letter was given to her by Janet Chapman outlining a rationalization of how they handled the lapse dollars.
Dr. Biddleman said a scanned copy of the letter will be given to the Board Members. A discussion ensued.

**ACTION:** Mr. Dillinger moved to Restrict the H. Browning Spence Education Award Fund in the General Fund Balance; seconded by Mr. Neri; no further discussion; motion carried.

III. Information Items

A. Budget Summary

Dr. Biddleman indicated the Budget Summary the Finance Department put together is in their packet. It has highlights of the budget and she would be happy to answer any questions.

Dr. Duffy introduced Joseph Galina the new Strategic Communications Consultant and April Putzulu, Public Information Officer.

**Mr. McCabe moved to adjourn at 4:28 PM.**

Minutes respectfully submitted by Joan Chamo, Executive Assistant
Finance Committee Meeting

October 24, 2013

Florida Children’s Council Membership

Item II.A.

Background:

At the September 16, 2010 JWB Board meeting, the Board voted to reduce the JWB contribution for Florida Children’s Services Council (FCSC) membership dues from $75,000 to $55,000. Membership dues in that amount were paid for March 2011 and April 2012. In 2013, JWB did not continue its membership in the organization.

Since that time, the organization has undergone a restructuring including a name change to the Florida Children’s Council (FCC). The Executive Directors of the seven Children’s Services Councils continue to serve as Board Members of the FCC. The staff was reduced from 3 FTE to 2 FTE. They sublet office space from the Ounce of Prevention Florida and have revised the dues structure. The organization now provides both public policy and trade association deliverables that are designed to meet the diverse needs of the members.

In July of 2013, Brittany Birken, Ph.D., Chief Executive Officer and Sean Boyle, Executive Director of the CSC of St. Lucie County and Chair of the FCC met with then-Chair Minkoff and the Executive Management team. They gave an update on the changes in the organization and asked to address the Board regarding active membership.

It was determined that the Finance Committee was the preferred audience to address the issue.

Attached are organization documents provided by Dr. Birken. She and Sean Boyle will be in attendance at the Finance Committee meeting to make a brief presentation and answer questions.
Action Report

As detailed in the board approved 24-month-plan, all Council activities are connected to and driven by one of the core areas of focus below. In three distinct, yet complimentary ways, these areas are combined by staff efforts to create a dynamic and unique leadership role grounded in Tallahassee. Activities documented in the 24-month plan site opportunities for communicating the significant contributions of the CSCs to Florida, creating a unified vision and statewide priorities for children, youth and families in communities, and effectuating change benefiting children, youth and families through state leadership on policies, program, and services.

The Florida Children's Council has dedicated staff located in Tallahassee to narrow in and focus on the collective goals of the CSCs statewide. Council staff focus on areas represented in the diagram which depicts the interrelatedness of the Council’s work: Policy, Trade, and Partnership. Within these three broad areas, the Council works toward 1) Advancement of Public Policy – advance a prevention and early intervention agenda for children at the state and national levels, 2) Education – inform local communities, policymakers, businesses, community leaders and other organizations about the work and worth of CSCs, 3) Relationships – build productive partnerships with individuals and organizations interested in making strategic investments in Florida’s children and their families, and 4) Expansion – help communities to maximize their return on investment by establishing a children’s services council in each of the state’s 67 counties.
Advancing Policy for Children, Youth and Families:

Year round, there are dedicated activities aimed to solely support the advancement of public policy. This process spans a wide continuum of activities including building, establishing and maintaining relationships with legislators, key legislative staff, and staff of the Office of the Governor. Working closely with reputable and dedicated lobbyists, board approved issues are made visible, which is the first step toward improvement and change.

The Council serves as the hub for the collective CSC mission to improve the lives of children and their families. Thus, being centrally located in the heart of the state’s legislature, Council staff are positioned to be strong leaders and partners on legislative activities, both throughout the year and during active legislative session.

Working closely with partners, the Council is able to create a unified legislative strategy to ensure that each community is speaking in one voice on behalf of legislative issues impacting all children and their families and to work together to ensure that Florida’s children are healthy, safe and successful in school.

Early in the life of the Association, the FIRM was created - made up of Tallahassee staff, CSC local policy experts with years of experience, and dedicated lobbyists both at the Association level and local level. Representing local interests of CSCs and the combined, collective CSC interests, the FIRM provides valuable legislative connection and influence. In order to move policy, key leadership must be engaged and informed - the FIRM ensures this on behalf of CSCs throughout the year and especially during legislative session.

Council staff, lobbyists and members of the FIRM work diligently to ensure broad education on agreed upon issues:

- Adequately Fund and Improve Early Childhood/Afterschool Programs
- Healthy Children
- Supports for Children and Families
- Youth Services

Ensuring big wins and/or incremental change is a year round process. The work of the Council is highlighted during committee weeks and session, but the relationship building and education begins long before the official start of the legislative calendar. During the committee weeks prior to session, staff are fully engaged in educating on issues and laying the ground work for the fast and furious work ahead during the session beginning March 5th and ending 60 days later on May 5th.
**Collective Outcomes of 2012-2013 Legislative Process:**

**Funding and Program Improvements:** The most critical policy issues during the 2012-2013 legislative process were Early Learning (notably the School Readiness and VPK Programs), Early Steps, Juvenile Justice Prevention Programs, Medicaid Expansion, Florida KidCare Program, Cross-Over Youth, Independent Living, and Normalcy bills. Members worked around the clock to ensure several big wins across the priority areas including:

- For the first time in more than a decade, more funding was allocated in the state’s budget for the School Readiness program totaling $5.1 million translating to serving an additional 1,500 vulnerable children.
- Early Steps received an additional $3 million in funding translating to serving additional at-risk children ages birth to three in need of early intervention services.
- An increase of nearly 7,000 more children in the Florida KidCare Program
- An increase of $3 million to Florida’s Healthy Families Program
- Increases for adolescent mental health and substance abuse, community-based care, and juvenile justice prevention programs such as Children and Families in Need of Services (CINS/FINS) and PACE.

**Creation of Champions:** A notable win in addition to the impacts made to the programs listed above included the addition of new Champions for Children in the legislature. Representative Erik Fresen (R-Miami), Representative Marlene O’Toole (R-Lady Lake), have become staunch supporters of early childhood programs and understand the need to have strong programs and adequate funding. Additionally, many members of the House and Senate Education Committees now have a stronger understanding of early learning and its key role in the education system and talent pipeline for Florida.

**Capitol Connection Publication and Distribution:** To ensure broad based education across stakeholders, the Council produced and distributed the *Capitol Connection Newsletter* that is a comprehensive and detailed, weekly report summarizing movement on key bills and issues. This newsletter was shared to more than 450 individuals and professionals weekly via the Council’s distribution list and the newsletter is, in turn, shared via other CSC distribution lists in local areas.

**Legislative Communication:** To ensure internal education, the Council held weekly legislative debrief conference calls as an open-communication avenue to all members and CSC staff. This time allowed for full debrief and preparation of members to ensure that all were fully informed on a timely basis.

**Other Media Outlets:** Council staff contributed Op-Ed pieces for state wide circulation and worked closely with both local and state media to ensure the collective Council voice was included and heard on important issues.

**Establishing and Maintaining Partnerships:** Another core component to legislative process is also working closely with partners with similar interests. The Council was a key contributor to several state-level, cross-stakeholder partner groups aimed at strategizing and planning for successes during session.
**Working toward the upcoming 2014 legislative session**

**Recent Highlights:**

*Creation of the Florida Children’s Council legislative policy agenda.* Members of the FIRM created the 2014 legislative policy agenda representing issues across the span of CSC collective work.

*Navigating critical federal policies and landscape.* Recently, there has been increased federal attention on early learning programs. The US Administration for Children and Families (ACF) Office of Child Care announced plans to revamp the Child Development Fund (CCDF) Block Grant federal regulations to require health and safety monitoring of all providers receiving federal funds and to encourage implementation of a unified, statewide QRIS. In addition, the US HHS announced the second round of Race to the Top - Early Learning Challenge Grants. There is also an effort by U.S. Representative Tom Harkin (D-Iowa) to propose federal law impacting universal pre-kindergarten in every state. The Council is engaged in several state and federal discussions about each of these separate, but intertwined processes. The Council will remained engaged and proactive in each area as developments are made.

*Fall legislative committee weeks.* The Council has been fully engaged in the first two committee weeks (September 23rd and October 7th). During these weeks, the Council met with several key members and attended several meetings including the following: Senate Ethics & Elections, Senate/House Education, Senate/House Education Appropriations, and House Healthy Families. The Council plans to continue full involvement during each scheduled committee week including: November 4th, December 9th, January 6th, January 13th, February 3rd, February 10th, and February 17th.

**Trade Association Activities:**

The Trade Association is positioned to support the work across all CSCs by serving as a hub of information and resources. The Council has several projects underway aimed at improving local best practices and/or provide access to useful, relevant information.

**8 + 2 Initiative:**

The Council remains engaged in several local conversations with county leaders on the creation of new CSCs. Several conversations have taken place with city and county leaders in the following counties: Orange, Monroe, Wakulla, Brevard, Volusia, Indian River, Polk and Leon.

Moreover on a national scope, Dr. Birken attended the annual National Association for Child Care Resource & Referral Agencies (NACCRRA) Policy Symposium in Washington, DC. She was invited as a featured presenter to share with states from across the country Florida’s model for the creation of local CSCs. She had the opportunity to work closely with several key leaders from several states to discuss the possibilities of implementing similar policies. Finally, the Council is committed to working with each local CSC to encourage solidarity and cohesion toward the goal of collective success.

*Desired Outcome: The creation of two new CSCs by 2020.*
Re-branding:

Over several weeks, the Council initiated and completed a process of re-branding the Council’s work. This included the creation of a revised logo, revamped website, and the launching of a social media campaign. Over the past year, the Council has utilized the brand of the Council to create a defined “look and feel” including a newly designed website. Also included is the launch of a current blog section which is now home to seven featured blogs including pieces contributed by guests such as Jason Zaborske’s piece on the importance of the 2013 Children’s Week and the Children’s Movement’s piece on their 2014 legislative platform. One of the major goals of the re-branding effort was to establish new working relationships with media outlets.

Outcome: Increased visibility of the Florida Children’s Council.

Reading by 3rd Grade Efforts:

Reading by 3rd Grade is an initiative that provides a framework for many of the local CSC efforts benefiting children and families. Goal 1: bring awareness to the importance of school readiness, school attendance, summer learning, and reading at grade level at a statewide level and to broaden this awareness to a greater number of audiences including legislative, communities of higher education, and communities of business. Incremental change in each of these areas will be targeted by Council’s statewide outreach and awareness efforts while local CSCs continue to focus resources and efforts in each identified area.

In partnership with FAN, the Council identified the single greatest need for school-age care—preserving eligibility. During the 2013 session, the school-age eligibility for School Readiness was in jeopardy. The Council collaborated with FAN to strategically tackle the issue of the removal of this eligibility category and was successful upon the conclusion of the 2013 session. Next steps include continuing to work closely with FAN to begin laying the ground work for the inclusion of afterschool program quality standards. This work can be successfully accomplished through the work of the Council and FAN.

Desired Outcome: The priority for the 2014 legislative session will be to put into law standards for school-age care for the first time in Florida’s history. Further, overall improvements in child outcomes will be targeted including increased number of children, especially at-risk and special needs populations, ready for school, higher number of attendances, decreased levels of summer learning loss, and increased number of students reading at grade level.

Florida Children and Youth Cabinet:

The Council is currently serving as lead support staff to a special project of the Florida Children and Youth Cabinet. Beginning last year, Council staff facilitated a cross-agency, cross-discipline meeting comprised of members from two existing Cabinet workgroups. Combined by direction of the former Cabinet Chair, Secretary David Wilkins, the workgroup was charged to focus on developing a plan for improved coordination across programs and services. Alan Abramowitz is the Chair of the Committee and member of the Cabinet, Cindy Arenberg Seltzer is a formal member, Tana Ebbole served as a lead facilitator for the effort, and Drs. Birken and Howard continue to serve as technical experts for the workgroup.

The Children and Youth Collaboration Workgroup is focused on improving coordination of planning for the well-being of children and youth and achieving cost and administrative efficiencies in local program service delivery. This work is inclusive of local and state recommendations for identifying and addressing potential barriers to
collaboration and coordination of services. By examining eligibility requirements of programs, the limitations on blending/braiding funding, and planning documents required to receive funds and provide services, Florida has the opportunity to create efficiencies in planning and coordination in service delivery. Coordinating processes association with programs and services will improve and expand services to children and families.

A final report with agreed upon recommendations was issued. Brittany co-presented with Alan on the report and the recommendations. The Cabinet engaged in rich dialogue. Next steps include launching a CSC led pilot project based on recommendations and working to establish law granting local communities more flexibility.

**Outcome:** Established a reputation with the Cabinet as reliable experts ready to assist in meeting Cabinet goals. Beyond several working partnerships with individual members, the Council is seen as a local resource utilized by former Chair Wilkins and Chief Child Advocate, Zachary Gibson. Council staff have been connected to the Cabinet’s work since its inception in 2007.

**Desired Outcome:** Pilots in three communities to demonstrate how local systems can maximize resources, remove barriers of state and federal regulations that limit coordination, and improve services for children, youth and families. Pass legislation to grant other communities the opportunities to create efficiencies statewide.

**Advocacy Center:**

The Council’s website features the Advocacy Center. The Council’s website hosts a searchable database where the public can simply enter a zip code and find their local delegation. This was the first of its kind given redistricting of 2012 and elections changed the landscape and made previous databases obsolete. This feature also includes auto generated messages for those interested in taking action and working directly with their legislators. Viewers also had one-stop access to other relevant legislative information including websites, announcements, and easy to follow bill analyses. This feature was a selling point to drive more viewers to the website and extend collective outreach.

**Outcome:** The creation and availability of a fully accessible, one-stop 2013 legislative online resource.

**Research:**

The Council is making marked progress in the area of research. Given the unique difference among all CSCs, the challenges in collecting state level data are many. However, over the past year, Council staff have worked with local CSC researchers to define ways in which data can be aggregated to paint an effective, accurate picture of the impact CSCs have both locally and statewide. The team plans to meet again in June 2013 to solidify plans for collecting data in common themes and plan to meet again in December 2013 to continue and finalize this work. Council staff will take data collected in these areas and use to strengthen messaging about the extensive work of the CSCs collectively and the significant impact being made in local communities.

**Desired Outcome:** The creation of an aggregate database from which all CSCs can draw high level information from and that the Council may use to strengthen messaging to various audiences and for multiple purposes.
Resource Library:

The Council is in the beginning stages of creating a members-only online resource via a designed and organized SharePoint site. Here, members will find an array of useful resources contributed by local CSCs and/or created by Council staff. It will be a private portal accessible only to our CSC community for resource sharing. Information sharing is a critical success factor. Information changes rapidly and users must constantly be able to receive and process it in a meaningful and effective format. A Resource Library is a solution that allows members to share documents, videos, podcasts, photos, presentations and more. The Resource Library allows authorized members to share files through online libraries that can be arranged according to the topics and resources of key interest. Materials will include example RFP documents, legislative one pagers, a collection of cutting edge research websites, project updates, and other areas where members can have ready access to information.

**Desired Outcome:** The creation and availability of a members-only portal where valuable information is organized for quick access across various levels of CSC staff.

Information Exchange:

The Information Exchange consists of a series of opportunities to share information on job-related topics intending to serve as a connecting mechanism between staff of all CSCs in the topic areas most familiar and meaningful. As members come together as an association six times annually, it is important that we not just focus on the business of the board, but also that we use our time together to share best practices and emerging trends so that we may learn from one another. To this end, agenda time is secured to provide time for each CSC to highlight and share information related to a specific topic that is a relevant priority for all. We want this to be a time for each of you to share information on successful strategies or overarching challenges related to the work of the CSCs and the significance of the CSC to your community. This will allow us to learn from one another, inspire new ideas, as well as help shape the work of the state association on behalf of all CSCs.

**Outcome:** The goal is to provide a structured method of effectively sharing information across and within CSCs to provide internal professional development, increase efficiencies and to increase knowledge. Materials shared during these exchanges will be available for future use through the Resource Library project.

Early Childhood Comprehensive Systems (ECCS) Grant:

On August 9, 2013 the Florida State University Center for Prevention and Early Intervention Policy was awarded the HRSA Early Childhood Comprehensive Systems grant - “Trauma and Toxic Stress: Changing the Trajectory for Florida’s Most Vulnerable Children to Help Them Thrive.” The purpose is to coordinate and infuse trauma centered care and infant mental health interventions across early childhood systems. The Council led the development of the foundational elements of the grant proposal. The Council has since held conference calls with grant lead, Dr. Mimi Graham, to coordinate how the CSC community can work to support the goals of the three-year grant.

**Desired Outcome:** Work closely with Dr. Graham to highlight local CSC data in a grant related publication to highlight the local impact of CSC efforts to improve community indicators. Over the next year, the Council will be
working with researchers from member CSCs to create unique indicator reports to be included in the publication intended for the legislature and other key decision-making leadership.

Communication Strategies:

Council staff produced a resource which aggregated data across CSCs on common and effective uses of communication strategies including media, website, social media campaigns, and other outlets (eg., radio). The Council provided comparisons of strategies from national research sources to provide knowledge-based perspective on the most effective ways to utilize a variety of strategies. The materials were offered in a manner where board members can share with CSC staff responsible for such work locally.

**Outcome:** Created a bound resource of expert information to assist CSCs in planning their local communication strategies. Strengthen the Council’s relationship with each CSCs in order to better support communications needs locally (eg., working effectively with reporters wanting to generalize information to ensure accuracy of reported information).

Rev Max:

In August, the Council worked closely with individual CSCs and contracted consultants from the Public Consulting Group (PCG) to create a letter requesting exception from the Medicaid Managed Care Capitation Rate; potentially impacted with policy changes related to the Affordable Care Act. This letter was issued to several members of leadership of the Agency for Health Care Administration (ACHA) responsible for the bulk of state Medicaid services. The request was for AHCA to consider the impact of current negotiations on the provision of Targeted Case Management for Children At-Risk of Abuse and Neglect (TCM). The Council issued a letter on August 15th requesting that this flexibility be preserved and encouraged other CSCs to also generate similar letters.

**Outcome:** The Council issued a letter to several members of AHCA leadership and continues to work closely with consultants to fully understand the impacts of potential changes. No final decision has been made by AHCA and PCG continues to meet with leadership. The Council board has approved the effort to increase the Council’s involvement in RevMax activities for the upcoming year including securing a national expert to travel to Florida to offer technical assistance and insight.

Quality Rating Improvement Systems Collaboration:

The Council coordinated and organized a meeting held at the CSC of Palm Beach on September 3rd aimed at bringing stakeholders together to continue in planning for the 2014 legislative session related to early learning program quality. More than 50 stakeholders attended representing eight Children’s Services Councils and 11 Early Learning Coalitions. Discussions were facilitated by early learning policy experts Jeff Cappizano based in Washington, DC and Abby Thorman from Miami. Participants learned about the federal early learning landscape, were presented current information about all local Florida QRIS and had time to learn and share with other communities. A summary report of small group discussions was issued on September 30th and the Council staff participated in the second phase of the discussion during the Association of Early Learning Coalition’s Leadership Institute held on October 8th in Orlando. There, the Council addressed a group of approximately 100
professionals of early learning coalitions across the state. The Council co-presented with the Director of the QRIS National Learning Network, Debi Mathias. Participants learned about national trends, discussed local decisions in small groups, and learned about policy decisions currently being discussed in preparation for the 2014 legislative session where quality will be directly addressed.

**Desired Outcome:** Strategically plan with state and local partners to develop a plan outlining quality benchmarks to be reflected in state law. This is the first step towards establishing quality benchmarks in law as a stepping stone toward a statewide, uniform QRIS and improve the overall quality of all programs for positive child outcomes.

**Partnership:**

Partnership and relationship building is the cornerstone of the three building blocks presented earlier. It is a theme that runs throughout all activities in both the Legislative and Trade Association areas of the Council’s work. Beyond being involved with critical organizations and partner agencies on issues directly related to the Council’s collective work, staff remain valuable contributors to other systems-building/improving projects. The ultimate outcome is for the staff to share their expertise in several areas including early education and care, systems building, family dynamics, child and youth health, family stress and coping, and community development.

Integral to all professional work is a solid foundation of trusted and capable partners. The Council staff are dedicated to representing the collective work of CSCs both at the state level and local levels by being involved, present and valuable to discussions impacting services and programs for children, youth and families.

**Outcome:** Staying current on relevant discussions, staying plugged in to real-time data/information, and building professional relationships with mutual benefits. By this involvement, staff are poised to contribute their expertise including their system backgrounds. Along with this visibility comes opportunities to heighten the awareness of issues and continue to incrementally move the needle toward long-term change and improvements.

**Given Examples:**

**State Agency Connection.** Earlier in the year, the CSC of Broward County expressed interest in connecting with leadership at the Agency for Persons with Disabilities regarding their local successes with two programs geared at improving employment opportunities for youth with disabilities. Council staff arranged a meeting to take place within two weeks of the request with key members of the agency’s leadership including the Executive Director, Chief of Staff, and External Communications Director. This meeting was a success and provided two local CSC staff an opportunity to make connections and share their information with the appropriate audience. This initial meeting opened up several following opportunities for both the Council and CSC of Broward. Currently, both CSC of Broward staff serve as workgroup members on a project led by APD and the Council has been asked to attend and share information at several Tallahassee meetings on behalf of the work of CSCs.

**National Organization Partnership.** During the fall, the Council facilitated the connection between a unique special project of Scholastic and a local CSC. The Council connected Scholastic to the CSC of Broward County to engage in a service project. Last year Scholastic initiated an annual service day to give back to cities that host the
annual Scholastic Family and Community Engagement (FACE) Symposium. In New Orleans, Scholastic partnered with Habitat for Humanity and helped build a home for a family in need and supplied the children in the family with books and educational resources. This year, on Saturday September 28th Scholastic worked to provide a make-over to an early learning facility and provided a family resource library, as well as resources, books and learning materials in Fort Lauderdale. The CSC coordinated with community partners to select the site and to facilitate the make-over that benefited the community. Many partners contributed and the work helped demonstrate what is needed to support positive child outcomes. There are many wonderful direct and indirect benefits to this emerging partnership.

The Council is involved in a number of partner executive boards and Task Forces including:

- Florida Afterschool Network (FAN)
- Florida Afterschool Network STEM Collaborative State Level Team
- Florida Chamber of Commerce Trustee
- Workforce Florida Inc.
- Home and Community Based Services Waitlist Task Force
- Independent Living Services Advisory Council

The Council continues to partner and meet with the following groups and organizations in a variety of ways:

- 4 Generations
- Alliance for Early Childhood Finance
- Alliance for Early Success - National Policy Team
- Association of Early Learning Coalitions
- Children’s First Finance
- Children’s Week Partners
- Developmental Disabilities Council
- Early Care and Education Consortium
- Early Learning Advisory Council (ELAC)
- Early Opportunities, LLC
- Florida Association of Public Broadcasting (PBS)
- Florida Children and Youth Cabinet
- Florida Children’s Forum
- Florida Philanthropic Network
- Florida State University Center for Prevention and Early Intervention
- Guardian Ad Litem
- Healthy Families Florida
- KidsWell
- Maternal, Infant, Early Childhood Home Visiting Grant Planning Team
- Nemours
- Scholastic
- State Advisory Council on Early Education and Care
The Council continues to foster working partnerships with the following state agencies and offices:

- Agency for Health Care Administration
- Agency for Persons with Disabilities
- Department of Children and Families
- Department of Education
- Department of Health
- Department of Juvenile Justice
- Office of Early Learning
- Office of Program Policy Analysis and Government Accountability (OPPAGA)
Purpose: To effectuate change benefiting Florida’s children and families through state leadership on policies, programs, and services as experts with demonstrated success in serving local communities.

Guiding Principles:

1. We hold ourselves accountable for the resources entrusted to us.

2. We work actively to develop a comprehensive system of care through internal and external collaboration.

3. We seek out; value and respect partnerships that support families in providing stable, nurturing environments for children and that ensure the well-being and success of children and youth.

4. We communicate clearly, accurately and respectfully.

5. We value and respect our colleagues and actively promote and support one another and celebrate successes.

6. We encourage, seek and utilize a diversity of ideas.

7. We challenge ourselves daily to identify new and innovative ways of doing business and responding to the needs of all partners.

8. We celebrate the diversity of the communities we serve, actively share and learn from one another to reinforce our collective strengths, and value the integrity of our Association.

Florida Children’s Council Mantra –

No Surprises!
The Florida Children’s Council is a nonprofit mutual benefit organization formed to provide services for its members, promote best practices and professional standards, and influence state policies related to the health, well-being, and education of Florida's children, youth and families.

The Florida Children's Council has dedicated staff located in Tallahassee to narrow in and focus on the collective goals of the CSCs statewide. Council staff focus on 4 key areas: 1) **Advancement of Public Policy** – advance a prevention and early intervention agenda for children at the state and national levels, 2) **Educate** – inform local communities, policymakers, businesses, community leaders and other organizations about the work and worth of CSCs, 3) **Relationships** – build productive partnerships with individuals and organizations interested in making strategic investments in Florida’s children and their families, and 4) **Expansion** – help communities to maximize their return on investment by establishing a children’s services council in each of the state’s 67 counties.

The concepts presented in this briefing include potential opportunities for 1) communicating the significant contributions of the CSCs to Florida, 2) creating a unified vision and statewide priorities for children, youth and families in communities, and 3) effectuating change benefiting children, youth and families through state leadership on policies, program, and services as experts with demonstrated success in serving and partnering with local communities.
OUTCOME: Make a difference in the lives of children by strengthening and expanding the work and mission of CSCs

A man only learns in two ways, one by reading, and the other by association with smarter people.
~Will Rogers

Maximizing our Collective Worth as a Trade Association

THE INFORMATION EXCHANGE

Sometimes running a stellar organization depends on the opportunity to learn lessons from others and having the luxury of having time to reflect on the decisions being made in our own backyards. CSC professionals are working hard each day to fulfill their responsibilities to their fellow colleagues, executive leadership, their communities and themselves. There is often not enough time in one day to step away from these responsibilities and be reflective of one’s own work and impact on others. To assist CSC professionals, a proposed series of activities will promote a collaborative community of sharing.

The Information Exchange will consist of a series of opportunities to share information on job-related topics intending to serve as a connecting mechanism between staff of all CSCs in the topic areas most familiar and meaningful. The goal is to provide a structured method of effectively sharing information across and within CSCs to provide internal professional development, increase efficiencies and to increase knowledge.

Board Meeting Information Exchange

As we come together as an association up to six times annually, it is important that we not just focus on the business of the board, but also that we use our time together to share best practices and emerging trends so that we may learn from one another. To this end, agenda time will be secured to provide time for each CSC to highlight and share information related to a specific topic that is a
relevant priority for all. We want this to be a time for each of you to share information on successful strategies or overarching challenges related to the work of the CSCs and the significance of the CSC to your community. This will allow us to learn from one another, inspire new ideas, as well as help shape the work of the state association on behalf of all CSCs.

**Process:**

To best facilitate the discussion and ensure the best use of our time together, we will identify topics in advance, work with your designated staff on related materials, organization and presentation and collect a brief description of what each CSC will share at the meeting. We will then develop a detailed agenda and structure for the meeting to make certain we have adequate time for all to share, as well as time for discussion and Q/A.

**Resource Maximization Strategies**

Following each board meeting, the major concepts and discussion points from the Information Exchange will be formalized in a briefing paper and issued to each board member. You will then be able to share information with your board and staff as you see fit to assist with incorporation of new and emerging ideas that can be catered to your community and local work efforts.

Briefing papers will serve as a connecting mechanism between staff of all CSCs in the topic areas most familiar and meaningful. The goal of this series is to provide a structured method of effectively sharing information across and within CSCs.

**Potential Topics for Development**

- Communication and Messaging
- Civic Engagement
- Outreach & Awareness
- Program Evaluation, Tracking Outcomes and Monitoring Progress
- Administrative Practices (Human Resources, Team-Building)
- Financial Practices (Leveraging Funding, Grant-Writing, Contracting, Procurement)
The briefing paper will be useful for many reasons including serving as a window into the operations of fellow CSC professionals, gaining insights into “other” ways of operating and/or serving the community, providing a venue where CSC professionals can brag and share their passion for their work with their peers, and provide national data that may assist staff in other areas of their work. The briefing paper will include highlights of best practices from each CSC tied together by a common theme or topic.

** If successful, this process/concept could easily be applied to other areas of information sharing including sharing ideas of printed documents/publications, ideas of local strategic planning efforts, methods of conducting local research, strategies for identifying new local partnerships and networks.

Outreach and Communications Plan
Increasing the Visibility and Influence of the Florida Children’s Council

The Council’s branding work has been successfully completed through a revised logo, revamped website, and the utilization of social media. The Council will continue to host a blog on the website that will provide continuous updates on meetings and policy discussions. The calendar will continue to be updated and posted in order to share meetings in advance to interested parties and the blog will provide a recap of all major occurrences to connect child, family, and community building stakeholders statewide with relevant discussions that potentially impact the well-being of children, families, and communities. This mechanism will also enable the Council to highlight state and local initiatives and celebrate the diversity of the 8 CSCs. The Council will continue to increase its visibility and influence by continuing to utilize social media and maintaining the website to keep it updated and current.

Resource Library

Information sharing is a critical success factor. Information changes rapidly and users must constantly be able to receive and process it in a meaningful and effective format. A Resource Library is a file sharing solution that allows members to share documents, videos, podcasts, photos, presentations and
more. The Council will create a Resource Library to allow authorized members to share files through online libraries that can be arranged according to the topics and resources of key interest. The Council will work closely with the Director of SAMIS to create a specialized SharePoint web portal.

Examples of Documents for the Resource Library via SharePoint include:

- RFPs
- Performance measurement tools
- Referendum language
- Polling questions
- Annual reports and strategic plans
- Fundraising strategies

8 Plus 2 Initiative
Existing independent Children’s Services Councils, plus two new ones, are approved by voters on or before 2020

The Council will work to provide resources, information and supports to existing counties and emerging counties through technical assistance and facilitation of resources aligned to identified priorities.

- Assemble and engage experts
  ~Investigate laws, rules, limitations and best practices related to campaigns
  ~Share findings and educate CSCs on campaign related issues
- Develop an online resource for sharing tools to support CSC reauthorization campaigns, such as:
  ~Polling
  ~Talking points
  ~Collateral tools, such as videos, pamphlets, ads
- Explore options to maximize CSC resources
  ~Brokering, as applicable
- Build on findings and recommendations from experts and CSC experiences
- Develop strategy to support regions interested in developing a CSC

Currently, there are eight potential counties with expressed interest in establishing a CSC: Wakulla, Monroe, Volusia, Orange, Brevard, Indian River,
Polk and Leon. The Council is providing resources, technical assistance and support to each of the three counties. Additionally, the Council is surveying the remainder Florida counties to determine if dedicated funding exists for children, youth, and families.

**OUTCOME:** Expand understanding of and support for prevention and early intervention services

**Communities of Practice - Sharing Best Practices**

*Communities of practice are groups of people who share a concern or a passion for something they do and learn how to do it better as they interact regularly.*

~Etienne Wenger, 2006

The term "community of practice" is of relatively recent coinage, even though the phenomenon it refers to is age-old. The concept has turned out to provide a useful perspective on knowing and learning. Communities of practice are formed by people who engage in a process of collective learning in a shared domain of human endeavor: band of artists seeking new forms of expression or a group of engineers working on similar problems.

The Council will implement a Communities of Practice model designed to 1) move Florida’s policy agenda forward, and 2) educate and share resources among CSC communities.

**Reading by 3rd Grade**

Reading by 3rd Grade is an initiative that provides a framework for many of the local CSC efforts benefiting children and families. The Council will work in various ways to bring awareness to the importance of school readiness, school attendance, summer learning and reading at grade level at a statewide level and to audiences including legislative, communities of higher education, and communities of business. Incremental change in each of these areas will be targeted by Council’s statewide outreach and awareness efforts and the Council is poised to facilitate an organized approach in bringing attention, resources, and
targeted focus to improving the school readiness, school attendance, summer learning outcomes for children and that all children are reading at grade level.

Given that school-age investments are trending negatively as ELCs face difficult funding challenges and given that legislation was introduced during the 2013 legislative session to eliminate school-age as a priority from the School Readiness program entirely, it is critical that a concerted effort be made to develop a comprehensive plan including implementation of FAN quality standards and secured funding for school-age services in Florida.

Working from the initial and continuing efforts of the state standards, the Council will provide the staff support and coordination to develop a plan that includes the implementation of standards statewide that correlate with positive physical and cognitive child outcomes for school success.

**Quality Rating and Improvement Systems (QRIS)**

Florida’s QRIS landscape is diverse with several locally operated systems. With recent federal and state attention on QRIS and recognizing the significant benefits of developing learning communities, the Council with direction from the board, is partnering with the Association of Early Learning Coalitions to revitalize the Quality Rating Improvement System (QRIS) Multi-County Collaborative. This effort will serve as a learning community in the coming months leading up to legislative session. The goals will include sharing best practices and lessons learned across communities and collecting vital information useful for legislative strategic planning around statewide quality system components. The Council and Association of Early Learning Coalitions will work together to organize opportunities for the exchange of ideas around QRIS system development, data tracking, evaluation, best practices, and resource maximization.

**Legislative Activities**

The Council serves as the hub for the collective mission to improve the lives of children and their families. Thus, being centrally located in the heart of the state’s capitol, Council staff are positioned to be strong leaders and partners on legislative activities, both throughout the year and during active legislative session. Given advocacy is a full-time endeavor, the Council in partnership with the Firm, is poised to serve as the unified messenger on behalf of all CSCs and the thousands of children and families served.
Working with the expertise of the Firm, we are able to create a unified legislative strategy to ensure that each community is speaking in one voice on behalf of legislative issues impacting all children and their families and to work together to ensure that Florida’s children are healthy, safe and successful in school. The current Council policy priorities include: 1) Early Learning--adequately funding and improving the quality of early learning and afterschool programs, 2) Healthy Children--providing families with access to prenatal care and reducing the number of uninsured children, and 3) Child Welfare--ensuring strong policies and services that support children’s safety and well-being, and 4) Youth Service--strengthening prevention strategies in support of positive youth development.

Year round, there are dedicated activities aimed to solely support the advancement of public policy. This process spans a wide continuum of activities including building, establishing and maintaining relationships with legislators, key legislative staff, and staff of the Office of the Governor. The work of the Council is highlighted during committee weeks and session, but the relationship building and education begins long before the official start of the legislative calendar. During the six committee weeks prior to session, staff are fully engaged in educating on issues and laying the ground work for the fast paced work ahead during the session beginning March 5th and ending 60 days later on May 5th. Goals continue to include the creation of champions, funding and program improvements, distribution of the Capitol Connection newsletter, utilizing media outlets for outreach and awareness, and fully participating in several child advocacy partnership efforts.

The Council will follow and engage on federal priorities and activities that relate to the policy priority issues including early learning program requirements, OMB improvement projects, trends for the Maternal, Infant, Early Childhood Home Visiting grant, Children’s Medical Services, and movement in the maternal depression arena. The Council is engaged in several state and federal discussions about each of these separate, but intertwined processes. The Council will remained engaged and proactive in each area as developments are made and provide appropriate updates via email, conference calls and board meetings.

**One-Page Issue Briefs**

Nurturing communities and a comprehensive system of care for children and families provides a network of wide-ranging services and supports that focus on the overall health and developmental needs of children, youth, and families. One-page ad hoc issue briefs will be developed on key priorities of the CSCs.
Through identification of core success indicators and analysis of supporting data, the evidence-based practices will be useful briefs for making policy decisions and greater investments that promote optimal outcomes for children and youth. Additionally, the Council will demonstrate the contributions of each CSC to economic and civic outcomes, including a larger, more qualified workforce, healthier communities, and a thriving consumer market.

Potential Topics
- Reading by 3rd Grade
- Early Childhood Funding
- Healthy Children
- Youth Services

OUTCOME: Partnership Opportunities that Strengthen the Work of the Council

Council participation in state-level partnership activities reinforces the significance of the CSCs to state policy development, while also expanding the Council’s ability to effectuate change and contribute to positive outcomes for child, youth and family well-being.

Integral to all professional work is a solid foundation of trusted and capable partners. The Council staff are dedicated to representing the collective work of CSCs both at the state level and local levels by being involved, present and valuable to discussions impacting services and programs for children, youth and families. The Council will continue to stay current on relevant discussions and continue to build professional relationships with mutual benefits. By this involvement, staff are poised to contribute their expertise including their system backgrounds. Along with this visibility comes the opportunity to heighten the awareness of issues and continue to incrementally move the needle toward long-term change and improvements.

Workforce Florida Inc/Talent Supply Chain Workgroup

Florida’s Talent Supply Chain represents an effort to create a seamless and outcome-oriented talent delivery system propelling Florida to national and global
leadership in developing the right skills for the right industries at the right time. To achieve its goal, the Talent Supply Chain aims to:

- Attract new business to Florida and expand existing enterprises by promoting Florida’s talent delivery mechanism
- Balance talent supply and demand to meet the needs of a new Florida economy
- Create of a repository of all programs and talent development options available to Florida businesses and citizens
- Develop of a series of measures and/or benchmarks to assess the quality and year-to-year improvement of Florida’s Talent Supply Chain
- Elevate the STEM-aptitude of students at all levels within the Florida education delivery system


For the next phase of this effort, the Council has been asked to assist in the identification/creation of supplemental standards for Florida that would align to the birth-five developmental standards and the Core Standards in the education system and infuse critical skill development related to key workforce attributes (i.e., innovation, problem solving, critical thinking, and interpersonal skills). We have the opportunity to provide oversight to this effort and assist in the identification of a national consultant to create an implementation model for Florida. In concept, this work will correspond to the national 21st Century Learning Skills movement with the end goal of the entire education system placing as much emphasis on critical skill development as academic knowledge to ensure Florida children and youth are learned with the skills necessary to be successful in the workforce.

**Health Literacy Support**

The Council has initiated conversations with Scholastic and PBS to determine feasibility of being a supportive partner as both organizations work to strengthen
health literacy. At a recent partner meeting, the Council was asked to be included in the effort going forward. At the meeting, leadership from the Florida Department of Agriculture was in attendance and expressed interest in collaboration on a health literacy campaign featuring Fresh Florida produce. A meeting is planned in the near future to engage Publix for interest and pilot opportunities in 10 Florida communities including 8 CSC counties and Polk and Orange. PBS has already developed activity cards and is a willing partner for the campaign. In addition, there may be opportunity to develop television segments directed at parents to promote healthier food options for family meals. The Council stands ready to support the efforts of both Scholastic and PBS as their work moves forward.

**Children and Youth Collaboration Workgroup**

Recognizing there are many local organizations that receive state and federal funding to provide an array of program support services to children, youth and families, the Children and Youth Cabinet established a workgroup to focus on developing a plan for improved coordination across programs and services. Alan Abramowitz is the Chair of the Committee, Cindy Arenberg Seltzer is a formal member, Tana Ebbole serves as a lead facilitator for the effort, and Drs. Birken and Howard are technical experts for the workgroup.

The Children and Youth Collaboration Workgroup is focused on improving coordination of planning for the well-being of children and youth and achieving cost and administrative efficiencies in local program service delivery. This work is inclusive of local and state recommendations for identifying and addressing potential barriers to collaboration and coordination of services. By examining eligibility requirements of programs, the limitations on blending/braiding funding, and planning documents required to receive funds and provide services, Florida has the opportunity to create efficiencies in planning and coordination in service delivery. Coordinating processes association with programs and services will improve and expand services to children and families.

We are working on finalizing a recommendation for the Children and Youth Cabinet. Next steps will likely include piloting of a new model for planning as well as a pilot for working through barriers of state and federal regulations that limit coordination of programs and services.

The Council continues the effort to assist in launching pilot projects in CSC communities. The established goals of this effort include:
1) Create locally developed pilot projects shall set forth:
   • the cabinet indicators to be addressed
   • a clear framework identifying the measurable outcomes to achieve the stated indicators
   • the design of the service delivery system
   • the process by which services will be delivered and how the pilot with set forth measurable outcomes to be achieved to provide for the effective, cost-efficient and appropriate services for children and youth
   • the documentation of assurances for the proper accounting and expenditure of public funds
   • language should include waivers to reduce duplication by waiving certain reporting requirements and/or rules, and grant waivers of certain funding restrictions

2) Pass legislation in 2015 that would authorize the Cabinet to establish criteria for the grant of a waiver of certain reporting and funding requirements, establishing a framework for an alternative service delivery system, providing for monitoring and review by the Cabinet of the program for which the waiver is granted.

The Council will continue to facilitate and coordinate the pilot process and remain connected with the Chair of the workgroup, Alan Abramowitz.

**Child Abuse Prevention and Permanency Council**

The Children’s Services Councils have been asked to provide information for the Child Abuse Prevention and Permanency (CAPP) Plan of Florida. One of the goals of the within the CAPP plan is to infuse the Five Protective Factors into as many family support systems and services areas as is practicable. Research shows that these factors reduce the incidence of child abuse and neglect by providing parents with what they need in order to parent effectively, even under stress. By building relationships with families, programs can recognize signs of stress and build families’ protective factors with timely, effective help. The intentional incorporation of the Five Protective Factors to prevent child maltreatment has widespread support from social science researchers, state child welfare officials, early childhood practitioners, and policy experts.

We have an opportunity to highlight the work that each CSC contributes to providing community supports for stable and nurturing families. While the CAPP addresses the 5 protective factors specifically, we can add to the plan by identifying work that we do to support the 5 protective factors, but also work that
we do that supports family development generally. This work can be modeled and highlighted to benefit other communities in Florida.

**Florida Help Me Grow! Statewide Screening Taskforce**

The Florida Developmental Disabilities Council’s (DD Council) Statewide Screening Taskforce aim to bring not only awareness to the importance of child health and developmental screening, but also set forth recommendations for change and improvement. The Council represents the interests of CSCs and works closely with experts from across Florida including those in the fields of pediatric medicine, federal programming such as IDEA, and executives from insurance companies. The Taskforce is actively developing recommendations for approval by the Children and Youth Cabinet including changes to the state system for screening all children as well as improvements to local systems via communication and data sharing.

**Early Childhood Comprehensive Systems Grant**

The FSU Center for Prevention and Early Intervention Policy was successfully awarded the Early Childhood Comprehensive Systems (ECCS) grant entitled, “Changing the Trajectory for Florida’s Most Vulnerable Children to Help Them Thrive.” The Council assisted FSU in the development of the grant application to secure the three-year, $420,000 grant from the US HRSA.

Specifically, the goal of the project is to improve the physical, social, and emotional development during early childhood. This goal will be accomplished by creating system change at both the state and local levels toward improved coordination & integration of early childhood services.

**State Level Policy Task Force.** To address state level policy issues, a new interagency, multidisciplinary Task Force on Trauma & Toxic Stress will be established in collaboration with Florida’s Children & Youth Cabinet to address state level policy issues and barriers to services. The Task Force’s primary focus is the mitigation of toxic stress and trauma in infancy and early childhood as a strategy to improve the physical, social, and emotional development; to eliminate disparities; and to increase access to needed early childhood services. The targeted system improvements are to identify training needs, provide tools for
trauma screening, ensure access to infant mental health treatment for infants and toddlers; and eliminate barriers to screening and services for young children.

**Key Strategies.** The state level policy efforts will focus on four key strategies for creating systems change in mitigating the impact of trauma and toxic stress. (1) First, there is an urgent need for protecting children from the impact of toxic stress. This requires a beginning step of educating a range of pediatricians, judiciary, and child welfare staff, foster parents, home visitors, child care providers, and community based organizations about adverse childhood experiences and opportunities to implement trauma screening and healing. (2) Secondly, it requires infusion of trauma-informed care and infant mental health enhancements into early childhood systems as is planned with MIECHV home visiting programs and with the judiciary and child welfare in the local demonstration projects. (3) Thirdly, we must develop and implement opportunities for trauma screening for vulnerable families and young children during well-child pediatric visits, in child care programs, and especially in domestic violence shelters, substance abuse programs and child welfare where our most vulnerable children can be identified. (4) Fourth, we must promote expansion and coordination of networks of evidence-based supports and treatments for families at risk of trauma, building on Florida’s infant mental health network.

At the end of the three-year project, measurable gains will show that stakeholders are better educated and that MIECHV benchmarks and indicators are impacted in two key areas: (1) percentage of children who received developmental screening and (2) measured coordination with referrals between child care programs, medical homes, and early intervention providers. We expect to have an early childhood system that communicates across programs, shares data, and disseminates information demonstrating that Florida’s children are on a trajectory for healthy outcomes.

The Council will support the goals of the three-year grant and will work closely with FSU on each of the proposed initiatives and aligned outcomes. The Council will initiate a process to collect research data highlighting specifics local initiatives proving to make a valuable impact on the lives of children and families. The Council will work with individual CSCs to determine which local initiatives to highlight for inclusion in a publication by FSU entitled the Baby Book intended to provide data and demographics on child well-being in Florida. This will be an opportunity for CSCs to showcase local efforts across the span of services that will help inform other communities and serve as examples for implementation across Florida.
On-Going Partnerships

Staff plan to stay involved in a number of partner executive boards and Task Forces including:

- Florida Afterschool Network (FAN)
- Florida Afterschool Network STEM Collaborative State Level Team
- Florida Chamber of Commerce Trustee
- Workforce Florida Inc.
- Home and Community Based Services Waitlist Taskforce
- Independent Living Services Advisory Council

Staff plan to continue to partner and meet with the following groups and organizations in a variety of ways:

- 4 Generations
- Alliance for Early Childhood Finance
- Alliance for Early Success - National Policy Team
- Association of Early Learning Coalitions
- Children’s First Finance
- Children’s Week Partners
- Developmental Disabilities Council
- Early Care and Education Consortium
- Early Learning Advisory Council (ELAC)
- Early Opportunities, LLC
- Florida Association of Public Broadcasting (PBS)
- Florida Children and Youth Cabinet
- Florida Children’s Forum
- Florida Philanthropic Network
- Florida State University Center for Prevention and Early Intervention
- Guardian Ad Litem
- Healthy Families Florida
- KidsWell
- Maternal, Infant, Early Childhood Home Visiting Grant Planning Team
- Nemours
- Scholastic
- State Advisory Council on Early Education and Care
Staff plan to continue to foster working partnerships with the following state agencies and offices:

- Agency for Health Care Administration
- Agency for Persons with Disabilities
- Department of Children and Families
- Department of Education
- Department of Health
- Department of Juvenile Justice
- Office of Early Learning
- Office of Program Policy Analysis and Government Accountability (OPPAGA)
Florida Landscape:

Florida is the **only country in the nation** with laws that empower local communities to create special taxing districts. Currently there are approximately 1,600 local government entities throughout Florida that have been created to address specific needs as dictated by each local community. Out of the many locally created government entities Florida currently has eight dedicated Children’s Services Councils with the sole purpose of investing in children’s futures. Below is a list of Florida’s Children’s Services Councils and facts.

<table>
<thead>
<tr>
<th>Established Children’s Services Councils</th>
</tr>
</thead>
<tbody>
<tr>
<td>The Juvenile Welfare Board of Pinellas</td>
</tr>
<tr>
<td>The Children’s Services Council of Palm Beach</td>
</tr>
<tr>
<td>Children’s Services Council of Martin</td>
</tr>
<tr>
<td>The Children’s Board of Hillsborough</td>
</tr>
<tr>
<td>The Children’s Services Council of St. Lucie</td>
</tr>
<tr>
<td>The Jacksonville Children’s Commission</td>
</tr>
<tr>
<td>Children’s Services Council of Broward</td>
</tr>
<tr>
<td>The Children’s Trust of Miami-Dade</td>
</tr>
</tbody>
</table>

- Nearly **60%** of all Florida children younger than age 5 (1 million) live in a county with a CSC.
- **50%** of the state’s population of youth (younger than 18, 3.9 million) live in a county with a CSC.
- **49%** (9.3 million) of the state’s entire population (19.3 million) live in these 8 counties.
- Of Florida’s 67 counties **2 counties** with established CSCs are among the most populous counties in the nation: Miami-Dade and Broward.
- Last year, CSCs invested nearly $350 million and partnered with more than 500 local organizations to deliver high quality, outcomes-driven services to children, youth and their families.

With those facts in mind it was determined that Florida families, businesses and policymakers needed a singular organization that would represent the collective history and lessons learned from each CSC. Serving as long-standing, respected conveners in their communities, each CSC offers perspective, expertise and knowledge. This wealth of assets and resources was brought to life by the formation of the Florida Children’s Council (Council) created to capitalize on the CSC’s collective strengths and provide for a statewide uniform voice. The creation of the Council in 2006 united peer agencies operating under the same guiding statute and allowed them to develop comprehensive policy strategies regarding the importance of investing early in children’s lives in outcomes-driven programs.
The **Council’s mission** is to promote policies that build effective primary prevention and early intervention systems of supports for Florida’s children and families by engaging and enhancing the collective strengths of the individual Children’s Services Councils of Florida. As part of the Council the executive board agreed upon three overarching outcomes for the establishment of a trade association:

**Outcomes:**
1) Make a difference in the lives of children by strengthening and expanding the work and mission of CSCs.
2) Expand understanding of and support for prevention and early intervention.
3) Partnership opportunities that strengthen the work of the Council.

These outcomes are the guiding principles in which the Council staff approaches their work. The Council works on behalf of and alongside each Children’s Services Council to advocate and impact state-level policy. Given that nearly half of the state’s population is concentrated in counties with established CSCs – the collective strength of the work accomplished locally is only further highlighted by the focus of the Florida Children’s Council situated in Tallahassee the state’s hub of legislative activity.

### The Council’s Impact & Member Benefits

**The Council’s Impact:**
- The Council represents the CSC’s through active relationships with more than 35 statewide boards, organizations, and state agencies, and is actively engaged on federal policy fronts including identifying and pursuing funding opportunities, monitoring and affecting changes in federal regulations, and taking part in national policy discussions that impact children and families.
- The Council works with members of the legislature and legislative staff year round to advance policies impacting each of the priority areas: Adequately Fund and Improve Early Childhood/Afterschool Programs, Healthy Children, Supports for Children and Families, and Youth Services.

**The Council focuses on:**
- advancement of public policy,
- education of local communities, policymakers, businesses, community leaders and other organizations about the work and worth of CSCs,
- building productive partnerships with individuals and organizations interested in making strategic investments, and
- expanding communities by assisting in the establishment of children’s services councils in each of the state’s 67 counties (currently working with community leaders in Wakulla, Monroe, Volusia, Orange, Polk and Brevard counties).
Although CSCs are unique, there are a number of core and continuous benefits for member organizations. These benefits include:

**National, State & Local Advocacy:**
- The opportunity to play a leading role in shaping state policies that impact children and families.
- A visible presence and powerful voice at the Florida Capitol backed by a team of influential and knowledgeable lobbyists and subject matter experts.
- Full access to executives in the Governor’s administration, policymakers, key Senate and House staff members, and state agency leadership. This benefit often utilized to further a policy agenda on a local issue as well as advocating for the collective good.
- A front row seat to viewing the legislative process year round and the on-going opportunity to become engaged when needed.
- An around-the-clock, year-round advocate for the work of local CSCs to the public and to state leadership.
- Access to experts working to ensure that state-level policy decisions do not hinder local communities’ ability to make targeted decisions benefiting residents.

**Shared Resources & Networking:**
- Access to shared resources including data, best practices, cost-sharing partnerships, that help CSCs operate efficiently and keep members informed of ever-changing issues and trends in the prevention and early intervention arena of human services.
- Access to staff with expertise in the family and child advocacy arena that are connected in Tallahassee to critical partner leaders.
- Access to staff focused on supporting and assisting each individual CSC as needed in all areas of business including introducing members to critical players, researching trends and packaging information for use by CSC teams.
- Access to a member’s only SharePoint© online resource created for and designed specifically with CSC business and data collection in mind and accessible to all CSC staff. This repository of information and documents include white papers, news on the latest trends, and professional development materials that can be used to improve business and professional knowledge.
- Time to share and learn from peer CSCs – business practices, political challenges, referendum strategies and lessons learned, and data collection and analysis.
- Mutual benefit of the Council’s state-level social media campaign utilized to expand the reach of local CSC social media campaigns (including Facebook, Twitter, Blogs, and Website).
- Access to aggregate information about each CSC when needed for local or state presentations.
Council Partners:

- Florida Children & Youth Cabinet
- Florida Department of Education
- Florida's Office of Early Learning
- Florida Department of Children & Families
- Florida Department of Health
- Florida Agency for Persons with Disabilities
- Florida Department of Juvenile Justice
- Florida Office of Adoption & Child Protection
- Florida Chamber of Commerce
- National Birth to Five Policy Alliance
- National Association of Child Care Resource & Referral Agencies (NACCRRA)
- Scholastic
- Florida Partnership for Children
- Independent Living Services Advisory Council
- Mission Readiness
- Florida KidCare
- University of Florida’s Lastinger Center for Learning
- Florida State University’s Center on Early Intervention and Prevention Policy
- The BUILD Initiative
- Florida Healthy Families
- 4Generations
- Florida Afterschool Network (FAN)
- Florida United Way
- The Association of Early Learning Coalitions
- Workforce Florida, Inc.
- Florida Association of Child Care Management (FACCM)
- Child Abuse Prevention and Permanency Council
- Florida Developmental Disabilities Council (Florida DD Council)
- Early Learning Advisory Council (ELAC)
- Florida Children’s Movement
- Florida PBS
- State Advisory Council on Early Education and Care
- Annual Children’s Week at the Capitol
- Childhood Obesity Early Care & Education Learning Collaborative
- National Institute for Early Education Research (NIEER)
## Florida Children's Council

### Proposed Budget for 2013-14

#### Revenue

<table>
<thead>
<tr>
<th>Source</th>
<th>2012-13 Budget</th>
<th>2013-14 Proposed Budget</th>
</tr>
</thead>
<tbody>
<tr>
<td>CSC of St. Lucie County</td>
<td>$9,257</td>
<td>$8,684</td>
</tr>
<tr>
<td>CSC of Martin County</td>
<td>$8,112</td>
<td>$7,750</td>
</tr>
<tr>
<td>CSC of Broward County</td>
<td>$50,000</td>
<td>$77,268</td>
</tr>
<tr>
<td>The Children's Trust of Miami/Dade</td>
<td>$117,245</td>
<td>$118,694</td>
</tr>
<tr>
<td>The Children's Board of Hillsborough Co.</td>
<td>$40,767</td>
<td>$37,969</td>
</tr>
<tr>
<td>CSC of Palm Beach County</td>
<td>$119,029</td>
<td>$119,338</td>
</tr>
<tr>
<td>Jacksonville Children's Commission</td>
<td>$26,946</td>
<td>$21,846</td>
</tr>
<tr>
<td>Dues Revenue</td>
<td>$372,256</td>
<td>$391,548</td>
</tr>
<tr>
<td>Interest Income</td>
<td>$500</td>
<td>$500</td>
</tr>
<tr>
<td>FAN Occupancy &amp; Admin</td>
<td>$35,744</td>
<td>$23,748</td>
</tr>
<tr>
<td>AELC Occupancy &amp; Admin</td>
<td>$7,000</td>
<td>$-</td>
</tr>
<tr>
<td>Other Income</td>
<td>$43,244</td>
<td>$24,248</td>
</tr>
<tr>
<td><strong>TOTAL REVENUES</strong></td>
<td><strong>$415,500</strong></td>
<td><strong>$415,796</strong></td>
</tr>
</tbody>
</table>

#### Expenses

<table>
<thead>
<tr>
<th>Category</th>
<th>2012-13 Budget</th>
<th>2013-14 Proposed Budget</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Personnel</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>CEO - Salary</td>
<td>$120,000</td>
<td>$120,000</td>
</tr>
<tr>
<td>CEO - Fringe</td>
<td>$28,500</td>
<td>$28,500</td>
</tr>
<tr>
<td>CEO - Retirement</td>
<td>$12,000</td>
<td>$-</td>
</tr>
<tr>
<td>Contracted Personnel</td>
<td>$110,000</td>
<td>$110,000</td>
</tr>
<tr>
<td>Cost of Living</td>
<td>$-</td>
<td>$-</td>
</tr>
<tr>
<td>FT Office Administrator - Salary &amp; Fringe</td>
<td>$21,800</td>
<td>$-</td>
</tr>
<tr>
<td><strong>Personnel Subtotal</strong></td>
<td><strong>$280,300</strong></td>
<td><strong>$270,500</strong></td>
</tr>
<tr>
<td><strong>Occupancy &amp; Operations</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Rent &amp; Utilities</td>
<td>$47,500</td>
<td>$47,500</td>
</tr>
<tr>
<td>Parking (2 spaces)</td>
<td>$760</td>
<td>$-</td>
</tr>
<tr>
<td>Office Equipment</td>
<td>$3,500</td>
<td>$4,000</td>
</tr>
<tr>
<td>Telephone, Cell &amp; Internet</td>
<td>$8,800</td>
<td>$8,500</td>
</tr>
<tr>
<td>Insurance (Liability, Board D&amp;O, Wkrs Comp)</td>
<td>$4,000</td>
<td>$4,000</td>
</tr>
<tr>
<td>Supplies, Printing, Postage &amp; Shipping</td>
<td>$3,500</td>
<td>$3,000</td>
</tr>
<tr>
<td>Travel &amp; Staff Expenses</td>
<td>$16,000</td>
<td>$15,000</td>
</tr>
<tr>
<td>Miscellaneous</td>
<td>$2,500</td>
<td>$1,500</td>
</tr>
<tr>
<td><strong>Occupancy &amp; Operations Subtotal</strong></td>
<td><strong>$86,560</strong></td>
<td><strong>$83,500</strong></td>
</tr>
<tr>
<td><strong>Contracts &amp; Programs</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Paychex - Payroll, Reports &amp; 401K Admin.</td>
<td>$3,000</td>
<td>$3,000</td>
</tr>
<tr>
<td>Bookkeeping Service</td>
<td>$3,000</td>
<td>$4,600</td>
</tr>
<tr>
<td>Audit &amp; Tax Returns - C3 &amp; C4</td>
<td>$4,500</td>
<td>$5,500</td>
</tr>
<tr>
<td>Technology Consultant/ Service Calls</td>
<td>$1,500</td>
<td>$1,500</td>
</tr>
<tr>
<td>Communications/Materials/Web Site</td>
<td>$60,000</td>
<td>$28,000</td>
</tr>
<tr>
<td>Board and Misc. Meetings</td>
<td>$5,000</td>
<td>$2,000</td>
</tr>
<tr>
<td>CSC Capacity Development</td>
<td>$3,400</td>
<td>$3,800</td>
</tr>
<tr>
<td>Public Policy Consultants</td>
<td>$100,000</td>
<td>$70,000</td>
</tr>
<tr>
<td>Legal Services</td>
<td>$-</td>
<td>$10,000</td>
</tr>
<tr>
<td><strong>Contracts &amp; Events Subtotal</strong></td>
<td><strong>$182,500</strong></td>
<td><strong>$128,400</strong></td>
</tr>
<tr>
<td><strong>TOTAL EXPENSES</strong></td>
<td><strong>$549,360</strong></td>
<td><strong>$482,400</strong></td>
</tr>
<tr>
<td><strong>NET Revenue</strong></td>
<td><strong>$133,860</strong></td>
<td><strong>$66,604</strong></td>
</tr>
<tr>
<td><strong>Special Projects - General</strong></td>
<td>$10,000</td>
<td>$10,000</td>
</tr>
<tr>
<td><strong>From Cash Reserves</strong></td>
<td><strong>$143,860</strong></td>
<td><strong>$76,604</strong></td>
</tr>
<tr>
<td><strong>Adjusted NET Revenue</strong></td>
<td><strong>$-</strong></td>
<td><strong>$-</strong></td>
</tr>
</tbody>
</table>

**Audited Cash Reserve** $459,883.00 $389,828.00

**Restricted cash per policy** $250,000.00 $250,000.00

**Cash Available for Allocation in Budget** $209,883.00 $139,828.00

**After allocation - Cash Available for FY '14-15** $66,023 $63,224
Provided are definitions for each spending category and a brief justification for the importance of services, contracts and materials/supplies.

### REVENUE

**Membership Dues**
The 2012-13 Council membership dues were formulated using the approved equitable dues structure of .0013% of 100% ad valorem dollars.

**Interest Income**
All Council funds will be held in interest-bearing money market and checking accounts in compliance with the Finance and Budget Policies.

**Occupancy and Admin Income**
This line constitutes occupancy ($47,500) and administrative costs, whereas the Florida Afterschool Network (FAN) pays nearly 50% ($23,748).

### EXPENDITURES

**Personnel:**

- **Salary:**
  - Annual compensation for the CEO

- **Fringe:**
  - Capital Health Plan (HMO) and Federal/State payroll taxes for the CEO

- **Retirement:** Based on an employer contribution of 10% of the annual salary of the CEO to their 401k retirement accounts with Fidelity, administered by Paychex.

**Contracted Personnel:**

- Annual compensation, fringe, retirement and Federal/State payroll taxes of 1 full-time employee.

**Occupancy & Operations:**

**Rent & Utilities**
This line item amount accounts for the Council monthly rent and utilities for space occupied specifically by Council staff as a subcontract with the Ounce of Prevention Fund of Florida. As a cost-saving measure, Council staff share space with FAN who also pays rent for occupancy.
Office Equipment & Coverage
The Council has contracted for a 60 month lease (48 months remain) for an office copier/fax at $177.28/month. The cost for copies is billed separately based on monthly usage. Average monthly cost for copies is $180/month and this total is split 50/50 between FAN and the Council.

Telephone, Cell, & Internet
The Council pays for 4 land lines to cover Council and FAN staff, 1 shared fax line, 2 cell phones, 1 ipad and a DSL internet connection.

Insurance, Licenses & Taxes
Includes necessary insurance coverage for Director’s & Officers’ Liability, General Liability, and Worker’s Compensation, as well as the annual corporate filing fee, and city business tax.

Supplies, Printing & Postage
This line item is the projected annual cost for general office supplies, office shipments, printing of letterhead and other office materials based on previous year expenses.

Travel & Staff Expenses
This line item covers staff travel and expenses for attendance at Council executive board meetings and other relevant meetings, work sessions and conferences such as the Workforce Florida Inc meetings, One Goal Summer Conference, and Children & Youth Cabinet meetings. Travel is critical to ensure Council staff, mainly the CEO, remain relevant, influential, included, and involved in various communication and outreach activities.

Miscellaneous
Covers costs for office maintenance and any other minor expenses that are likely to occur throughout the year.

Contracts & Programs:

Payroll & 401k Services
Council uses Paychex to handle all payroll, 401k administration, and filing required state and federal quarterly reports.

Bookkeeping Services
Council utilizes part-time bookkeeping services to manage accounting systems for the 501(c)(4) and 501(c)(3) corporations and includes FAN. Part-time services include the preparation of financials, reconciliation of bank statements, and assistance in constructing the Council and FAN budgets, FAN pays 50% of expenses.

Audit & Tax Returns
Carroll & Co., CPAs, will conduct a consolidated audit, pending board approval. Total cost for a consolidated audit of Council is $4,500. An additional $1,000 is included to cover the costs for Carroll & Co. to file the IRS Form 990.
Technology Consultant & Service
The Council has an agreement with the Ounce of Prevention Fund of Florida for technology support and system maintenance including the use of an IT consultant on an as-needed basis.

Communications/Materials/Website
The Council will continue to contract with CoreMessaging to design, develop and guide several critical communication projects including managing and directly the social media campaign, news monitoring, website maintenance and special requests. CoreMessaging will also continue critical support to the written creation and development of the Capitol Connection Newsletter (distributed by Constant Contact). This line item also includes costs for website hosting with TapRoot.

Board and Miscellaneous Meetings
Budget includes funding for bi-monthly face-to-face executive board meetings, as well as related business meetings and events, including costs for meeting space and materials.

CSC Capacity Development
Cost to cover the Council's subscription with Lobby Tools 2013-14. Lobby Tools is an established and effective service allowing Council staff to follow bills and action during legislative session. It is the only tool allowing such access to current, up to the minute information. It is critical to the development and accuracy of the Capitol Connection Newsletter. Subscription costs increased by $200 from previous year.

Lobbyist/Public Policy Consultants
This line item covers the projected costs to contract with long-standing, outside public policy firm, Ballard Partners. This line item ensures the Council and local CSCs have sufficient coverage on all legislative priorities.

Legal Services
This line item covers the projected costs to retain the Moyle Law Firm for any required legal services.

Special Projects: General
The Special Projects line consists of the annual membership fee ($5,000) to the Florida Chamber of Commerce and funds to cover important sponsorships and miscellaneous projects that might arise throughout the year.

Reserves

Allocation of Cash Reserves
Previous FY approved budget includes allocation of cash reserves.
Council's Corner

Dear Executive Board Members,
The Florida Children's Council is excited to share with you the first of a series of monthly updates intended to keep you informed on our activity both in Tallahassee and across the state. Included in this edition are activity highlights from the month of September.

September Activity Highlights

QRIS Multi-County Collaboration Kick Off Meeting
On September 3rd the Council hosted a meeting in partnership with the Association of Early Learning Coalitions focusing on the current landscape of Quality Rating Improvement Systems across Florida. Nearly 50 stakeholders from CSCs and ELCs came together to kick off the discussion about local and state policy implications for QRIS. To facilitate the meeting, the Council secured an early learning expert from Washington, DC who offered valuable insight into recent US ACF Office of Child Care plans that include movement toward standardized quality requirements in awarded Child Care Development Fund grant dollars. The day was spent sharing best practices and lessons learned and discussing system
strengths, challenges and changes. The Council walked away with a wealth of information necessary for successful policy development around standards and benchmarks related to quality early learning programs.

The next step of this collective work will be carried over to the Association of Early Learning Coalition’s Leadership Institute taking place on October 8th in Orlando. The Council will be represented at this meeting as well as members of local CSCs.

To read the summary report issued by the Council on September 30th - click here!

Sayfie Review 2013 Florida Leaders Summit
Along with 200 of the state’s leaders, the Council was invited to participate in the first annual Leaders Summit aimed at addressing some of Florida’s most significant issues impacting the health and well-being of our state. On September 12th and 13th the Council contributed to discussions on the state of Florida's education and health systems, including vision statements for the policy work needed for these topics: 1) All 3rd graders should be reading at grade level toward a goal of 100% high school graduation with either a diploma or trade certification; and 2) Florida will be the undisputed healthiest state in the nation with clear emphasis on wellness, prevention, innovation and accountability by 2020. This first inaugural meeting was dynamic and promoted a free-flow of ideas among legislative members, policy leaders and advocates.

Legislative Committee Week
The Council was actively involved in the legislature’s first committee week leading up to the 2014 legislative session. During the week of September 23rd, the Council met with key legislative members including committee Chairs such as Sen. Jack Latvala (R-Clearwater), Sen. John Legg (R-Port Richey), Rep. Marlene O’Toole (R-Lady Lake) and Rep. Erik Fresen (R-Miami). The Council also attended several committee meetings including the Senate Ethics & Elections Committee and the House Education Committee. It is clear in committee discussion as well as in meetings with members that many issues impacting Florida’s children will be a priority in the upcoming legislative session and the Council will continue to keep the board informed as committee weeks continue into the fall and winter.

Home & Community Based State Task Force
On September 24th and 25th, the Council participated in a Task Force meeting held in Tallahassee. The Task Force is sponsored by the Florida Developmental Disabilities Council and is charged to create a strategic plan to improve the state’s Home & Community Based Services Waiver Wait List. Thousands of Floridians are on the Agency for Persons with Disabilities (APD) Waiver Wait List and the Task Force is working closely with APD to create reasonable and feasible strategies to improve the access and quality of services. During the meeting, members methodically went through more than 40 recommendations aimed at improving the process of the Wait List and the lives of both those receiving services and those waiting for services. The next goal is to finalize the strategic plan in the upcoming months and begin the implementation phase. The Council
has been asked to continue involvement as the project moves toward implementation.

Scholastic Service Day

Scholastic partnered with community leaders in Broward County on a community service day to create a Parent Resource Center in an early learning facility. Community leadership was provided by none other than our very own Cindy Arenberg Seltzer. The Council was proud to partner in this very significant day and to lend a helping hand. With a terrific amount of "sweat equity" involved, we collectively turned unusable space into a very special place for children and families. The Parent Resource Center provides a special room for family literacy building, reading together, early learning through play, professional resources for staff, lending and take home libraries and online reading/language arts resources.

Annual National FACE Symposium

Scholastic held the annual Family and Community Engagement (FACE) Symposium in Ft. Lauderdale on September 29th through October 1st. The symposium was attended by more than 200 leaders of school systems and literacy-focused organizations from across the nation.

The symposium was an interactive conference that unveiled new research and presented strategies that focus on connecting schools, families, and communities to advance student success. Highlighting the most recent outcomes in child development research, the symposium reviewed innovative strategies and inspired dialogue around ways to transform the educational landscape - ensuring that all children from birth through high school are able to develop and thrive.

The Council was asked to present three sessions on the significant impact of early childhood experiences on later school success. Our children's services council model was included as an innovative policy solution for other states as leadership considers family and community engagement strategies. It was an honor to present among significant national leaders such as Ralph Smith of Annie E. Casey and Karen Mapp of Harvard.

September was a busy and productive month with many opportunities for addressing the well-being of children. October looks to be the same and we look forward to the work ahead!

Thank you for your continued support!

Forward this email

This email was sent to cbeck@floridacsc.org by showard@floridacsc.org | Update Profile/Email Address | Instant removal with SafeUnsubscribe™ | Privacy Policy.

https://ui.constantcontact.com/visualeditor/visual_editor_preview.jsp?agent.uid=1115101941850&format=html&print=true
Item II.B.

Background:

Currently, management is reviewing the structure of the Finance Department. This is due to the vacated Department Director position and the fact that the Finance Director, Sue Walterick, will retire in a year and a half. This situation has prompted a closer, important review regarding long-term planning for the department and the organization of JWB.

Formerly, the Performance Management department was composed of Finance, Technology, Contract Management and Research. The Research unit has been moved to the Quality Department under the direction of Judith Warren, Director of Quality.

For the above reasons, JWB will conduct an organizational review of Contract Management, Technology and Finance/ASO to determine future roles, responsibilities and leadership requirements. The Executive Director will present a recommended organizational structure as well as a job description for a manager/leader of the organization at the January Finance Committee Meeting.
Finance Committee Meeting

October 24, 2013

Budget Planning Update

Item II.C.

Background:

Based on internal monthly Fiscal Meetings, the following FY 13/14 budget commitments are proposed for discussion:

Prior Commitment Updates

1. Lew Williams Center for Early Childhood/Headstart program at PTEC/GIBBS -- $580k for quality childcare with a planned opening in January 2014 and which will include 104 slots for 1-4 year old children.
2. St. Petersburg College Midtown -- $500k for a quality childcare center
3. Bayside Health Clinic partnership – On May 1, 2012, the County was awarded a $5M capital grant to construct a facility that would increase access to healthcare for homeless families and individuals. The collaboration includes All Children’s Hospital, Bay Care Health Systems, Boley Centers, Suncoast Centers, Florida Department of Health in Pinellas County, Pinellas County Department of Health and Community Services and the Juvenile Welfare Board. The Health Campus will have a children’s wing that will include exam rooms and a Safe Child Area. Dr. Marcie Biddleman will serve on the partnership committee.

New Commitments

1. Child Protection Family Service Specialist - The position will be dedicated to linking families who are subjects of abuse investigations to necessary services to prevent entry into the child welfare system and repeat calls to the hotline. Moreover, the position will have a working knowledge of protective investigations to support appropriate and expedited support. The estimated cost of the position is $50,000.
2. Family Find Program-Family Find is designed to locate and engage relatives of children and families to provide stability and to prevent the child from entering the child welfare system. The program delivers case management services and Family Team Conferencing to provide support while connecting the family to relatives or other supportive adults. The proposed commitment is $200,000.

Financial Review

We are scheduling individual board member meetings to review the monthly Financial Report. At that time, we will be discussing the balance sheet and income statement numbers as well as have an opportunity for conversation regarding the programs, JWB focus areas and any area of interest that you may have regarding the JWB budget.
Finance Committee Meeting

October 24, 2013

Administrative Cost Rate

Item II.D.

Background:

Based on discussion at the TRIM Hearing regarding the JWB administrative cost rate, we have taken a closer look at the methods that can be used to determine the rate. In the chart on the following page, three methods are presented.

METHOD 1: This was presented at the TRIM Hearing. The formula is General Government divided by Total Expenses which equals 14%.

METHOD 2: This is presented in the budget book each year. The formula is Administrative divided by the Total Budget which equals 9%.

METHOD 3: This is another method which could be used. The formula includes Administration minus any direct program admin expense divided by all remaining Total expenses minus Other General Government which is the Property Appraiser and Tax Collector fees which equals 8%.

As discovered, there are different methods which can be used to calculate the rate. We recommend that the JWB auditors select the method and calculate an official rate based on that method. The rate can then be referenced in reports or as requested. The method can be applied when preparing the budget annually.
**JUVENILE WELFARE BOARD**  
Revenue and Expenditure Summary  
Current Budget with Prior Year Comparison  

**ADMIN COST RATE**

<table>
<thead>
<tr>
<th></th>
<th>Proposed Budget 2013-14</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>ESTIMATED REVENUES</strong></td>
<td></td>
</tr>
<tr>
<td>Property Taxes Proposed</td>
<td>50,467,821</td>
</tr>
<tr>
<td>Estimated at:</td>
<td>96.50%</td>
</tr>
<tr>
<td>Property Taxes</td>
<td>48,701,448</td>
</tr>
<tr>
<td>Charges for Services</td>
<td>-</td>
</tr>
<tr>
<td>Intergovernmental</td>
<td>1,145,300</td>
</tr>
<tr>
<td>Interest Earnings</td>
<td>58,000</td>
</tr>
<tr>
<td>Rent</td>
<td>22,000</td>
</tr>
<tr>
<td>Local Grants and Contributions</td>
<td>5,394,226</td>
</tr>
<tr>
<td>Miscellaneous</td>
<td>-</td>
</tr>
<tr>
<td><strong>TOTAL REVENUES</strong></td>
<td>55,320,974</td>
</tr>
<tr>
<td>Fund Balance/Reserves/Net Assets</td>
<td>12,971,236</td>
</tr>
<tr>
<td><strong>TOTAL REVENUES, TRANSFERS &amp; BALANCES</strong></td>
<td>$68,292,210</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th><strong>EXPENDITURES</strong></th>
<th>METHOD 1</th>
<th>METHOD 2</th>
<th>METHOD 3</th>
</tr>
</thead>
<tbody>
<tr>
<td>Human Services</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Children and Family Programs</td>
<td>47,359,112</td>
<td>General Gov as % of Total</td>
<td>Admin as % Indirect</td>
</tr>
<tr>
<td>Children &amp; Family Health Programs</td>
<td>4,750,037</td>
<td>6,404,881</td>
<td>6,404,881</td>
</tr>
<tr>
<td>Grants</td>
<td>770,704</td>
<td></td>
<td></td>
</tr>
<tr>
<td>General Government</td>
<td></td>
<td>Fund Bal/Res Budget to Direct</td>
<td></td>
</tr>
<tr>
<td>Administration</td>
<td>6,404,881</td>
<td>6,404,881</td>
<td>6,404,881</td>
</tr>
<tr>
<td>ASO</td>
<td>517,698</td>
<td>517,698</td>
<td></td>
</tr>
<tr>
<td>Other general government</td>
<td>1,836,304</td>
<td>1,836,304</td>
<td></td>
</tr>
<tr>
<td><strong>TOTAL EXPENDITURES</strong></td>
<td>61,638,736</td>
<td>8,758,883</td>
<td>6,404,881</td>
</tr>
<tr>
<td>Fund Balance/Reserves/Net Assets</td>
<td>6,653,474</td>
<td>/ 61,638,736</td>
<td>/ 68,292,210</td>
</tr>
<tr>
<td><strong>TOTAL EXPENDITURES, TRANSFERS &amp; BALANCES</strong></td>
<td>$68,292,210</td>
<td>14%</td>
<td>9%</td>
</tr>
</tbody>
</table>

without OthGenGov
Item II.E.

Background:

As part of the FY 2013-14 budget, the JWB Board approved a three percent raise for staff. JWB would like to distribute raises retroactively effective, October 1, 2013. To be eligible for the raise, staff must meet the following criteria:

- Have successfully completed the provisional period by October 1, 2013
- Are not covered by an employment contract
- Have not reached the maximum pay in their salary grade

If the three percent raise would increase an individual’s salary beyond the maximum allowed in the pay grade, the staff member would receive an amount less than three percent so that the salary increase would bring them to the maximum of the pay grade, but would not exceed it.

The FY 2013-14 budget included $105,472 for salary adjustments based on total payroll. As proposed, the salary increases would be slightly less than that amount budgeted.