Juvenile Welfare Board Meeting: 2019: 03: 14: Packet

Juvenile Welfare Board of Pinellas County.

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BOARD MEETING

Thursday, March 14, 2019

Directly Following the 9:00 AM
Pinellas Core Management Services (PCMS)
Annual Board Meeting
Juvenile Welfare Board
14155 58th Street North
Edmonds Neri Conference Room
Clearwater, FL 33760

REVISED AGENDA

I. CALL TO ORDER

II. CONSENT ITEMS
   A. Approve Board Minutes for February 14, 2019

III. ACTION ITEMS
   A. Review and Approve Resources for the Children’s Mental Health Initiative
   B. Approve Mid-County Community Council Appointment

IV. PRESENTATIONS
   A. Girl Scouts of West Central Florida, Jessica Muroff, Chief Executive Officer
   B. Mid-County Community Council: Responding to Emerging Trends, Cheko Carter, Chair, Keith Sabiel, Recreation Director City of Pinellas Park, Richard Rock II, Recreation and Aquatics Director, City of Pinellas Park – PowerPoint Added 03/12/19

V. CHIEF EXECUTIVE OFFICER'S REPORT

VI. INFORMATION ITEMS
   A. Legislative Report
   B. Early Learning Coalition Report
   C. Eckerd Connects Reports
   D. Program and Financial Monitoring Information
E. Non-Competitive Procurements
F. Open and Pending Solicitations
G. Personnel Report
H. Calendar of Events
I. Communications and Media Report

VII. OPEN AGENDA

The Juvenile Welfare Board welcomes input from the public. Public Presentation Procedures are available to assist with addressing the Board. Requests for special funding are not appropriate during the Open Agenda.

VIII. ADJOURN

<table>
<thead>
<tr>
<th>Future Meetings of the Board</th>
</tr>
</thead>
<tbody>
<tr>
<td>Thursday, April 11, 2019 at 9:00 AM</td>
</tr>
<tr>
<td>JWB Board Meeting</td>
</tr>
<tr>
<td>Edmonds Neri Conference Room</td>
</tr>
<tr>
<td>Thursday, May 9, 2019 at 5:30 PM</td>
</tr>
<tr>
<td>Joint Community Councils and Board Workshop</td>
</tr>
<tr>
<td>Edmonds Neri Conference Room</td>
</tr>
<tr>
<td>Thursday, June 13, 2019 at 9:00 AM</td>
</tr>
<tr>
<td>JWB Board Meeting</td>
</tr>
<tr>
<td>Edmonds Neri Conference Room</td>
</tr>
<tr>
<td>Thursday, July 11, 2019 at 9:00 AM</td>
</tr>
<tr>
<td>JWB Board Meeting</td>
</tr>
<tr>
<td>Edmonds Neri Conference Room</td>
</tr>
</tbody>
</table>

ANNIVERSARIES

Jeanine Evoli  Twenty-Seven Years
Paige Tucker   Two Years

Notice: These meetings are subject to audio and video recording at any time.

03/12/19 @ 1:40 PM
I. CALL TO ORDER

Mr. Brian Aungst, Jr., Board Chair, called the meeting to order at 9:03 AM. He asked Mr. Michael Mikurak to lead the Pledge of Allegiance.

<table>
<thead>
<tr>
<th>Attendee Name</th>
<th>Title</th>
<th>Status</th>
</tr>
</thead>
<tbody>
<tr>
<td>Brian Aungst, Jr.</td>
<td>Board Chair</td>
<td>Present</td>
</tr>
<tr>
<td>Susan Rolston</td>
<td>Board Vice Chair</td>
<td>Present</td>
</tr>
<tr>
<td>Rick Butler</td>
<td>Board Secretary</td>
<td>Present</td>
</tr>
<tr>
<td>Bob Dillinger</td>
<td>Public Defender</td>
<td>Present</td>
</tr>
<tr>
<td>Michael Grego</td>
<td>Superintendent</td>
<td>Present</td>
</tr>
<tr>
<td>Bernie McCabe</td>
<td>State Attorney</td>
<td>Present</td>
</tr>
<tr>
<td>Michael Mikurak</td>
<td>Board Member</td>
<td>Present</td>
</tr>
<tr>
<td>James Millican</td>
<td>Board Member</td>
<td>Present</td>
</tr>
<tr>
<td>Patrice Moore</td>
<td>Sixth Judicial Court Judge</td>
<td>Present</td>
</tr>
<tr>
<td>Karen Seel</td>
<td>Pinellas County Commissioner</td>
<td>Present</td>
</tr>
<tr>
<td>James Sewell</td>
<td>Board Member</td>
<td>Present</td>
</tr>
</tbody>
</table>

II. CONSENT ITEMS

A. Approve Board Minutes for January 10, 2019
B. Accept Financial Report for January 2019

Mr. Aungst asked for a motion to approve the Consent Items.

ACTION: Dr. James Sewell moved to Approve the Consent Items as presented; seconded by Mr. Mikurak. No further discussion, all in favor; motion carried.

III. ACTION ITEMS

A. Approve CEO Search Committee Recommendations from January 10, 2019
Mrs. Susan Rolston, Board Vice-Chair and CEO Search Committee Chair, announced the CEO Search Committee plans to open a nationwide search after revising the current CEO position profile. Mrs. Rolston said after discussions with JWB Human Resource Manager, Ms. Saby Guidicelli, and Dr. Mary Grace Duffy, a consultant to the CEO Search Committee, as well as other hiring professionals, the committee recommends to post the opening online for 30 days, and after reviewing the responses, determining if there is a need to reopen the search.

There were no questions or discussion.

**ACTION:** Dr. Sewell moved to Approve the CEO Search Committee Recommendations from January 10, 2019; seconded by Judge Patrice Moore. No further discussion, all in favor; motion carried.

B. Approve JWB Budget Amendment for Administrative Staff

Mr. Brian Aungst, Chief Financial Officer, presented the request to add three administrative staff positions due to the addition of new funded programs over the past five years.

Commissioner Karen Seel asked for more information about the number of funded programs.

Mr. Jaruszewski said there is a 30 percent increase, from 70 to 92 programs.

There were no more questions.

*Mr. Bernie McCabe arrived at 9:07 AM*

**ACTION:** Division Chief Jim Millican moved to Approve the JWB Budget Amendment for Administrative Staff as presented; seconded by Mrs. Rolston. No further discussion, all in favor; motion carried.

C. Approve Budget Amendment for Family Services Initiative (FSI) System Navigation

Mr. Jaruszewski outlined a budget neutral request to shift the system navigation positions from Personal Enrichment through Mental Health Services (PEMHS) to Gulf Coast Jewish and Family Community Services.

The Board asked questions about how the navigators work in the system.

Dr. Marcie Biddleman, Chief Executive Officer, explained that volume was the issue and PEMHS was not able to pick up any more FSI cases due to wait times. Preparation and a few months of planning occurred to spread the workload between the two agencies.

There was no more discussion.

**ACTION:** Mr. Mikurak moved to Approve the Budget Amendment for FSI System Navigation as presented; seconded by Dr. Sewell. No further discussion, all in favor; motion carried.
D. Approve Consulting Agreement for Children’s Mental Health Initiative

Ms. Lynda Leedy, Chief Administrative Officer, explained the work of the steering committee and announced they would present to the Board at the regular Board meeting in April 2019. She referenced a Pinellas County Children’s Mental Health Initiative binder distributed to the Board containing documents developed as part of the initiative planning.

Mr. Aungst asked if Dr. Revonda Cornell is contracted as a facilitator or consultant for the initiative. He also requested clarification on the deliverables produced by Dr. Cornell. Ms. Leedy responded that she is a facilitator at all of the meetings and handles the deliverables.

Mr. Jaruszewski said the recommended action was to approve the Consulting Agreement due to the volume of work required.

After questions and discussion, the Board tabled Item III.C. to the March 2019 regular meeting. Commissioner Seel announced the Children’s Mental Health Initiative will be discussed at the Health and Human Services Leadership Board meeting on February 20, 2019.

Dr. Sewell then clarified the Board’s requests: 1) delay action on extending Dr. Cornell’s contract until regular Board meeting in March 2019 and 2) add the Children’s Mental Health Initiative presentation to the March regular Board meeting agenda. Dr. Biddleman responded this was feasible.

Mr. Bob Dillinger emphasized the need to include foster children in the initiative.

More discussion occurred and Mr. Aungst called for a vote.

ACTION: A motion was made by Dr. Michael Grego to continue Item III.C. Approve the Consulting Agreement for Children’s Mental Health Initiative until the regular March 2019 Board Meeting as presented; seconded by Dr. Sewell. No further discussion, all in favor; motion carried.

E. Approve Community Council Appointments

Mr. Aungst read the biographies of three community members recommended for appointment:

Mid-County
Ms. Regina Knight, System Navigator (PEMHS)
Deputy Alex Siem, Community Policing Deputy, Pinellas County Sheriff’s Office

South County
Ms. Jah’tia Haynes, Marketing and Outreach Specialist, James B. Sanderlin NFC

ACTION: Mr. Bernie McCabe moved to Approve the Community Council Appointments as presented; seconded by Mrs. Rolston. No further discussion, all in favor; motion carried.
IV. PRESENTATIONS

A. JWB Children’s Summit and FY18 Annual Report Video, Lynda Leedy, Chief Administrative Officer

Ms. Leedy recapped the event held on Friday, December 14, 2018 and showed the FY18 Annual Report Video: Leading the Way.

There were no questions or comments. Mr. Aungst thanked the JWB Staff.

Note: Due to time constraints, the order of the presentations was revised: Item IV.C. was presented prior to Item IV.B.

C. Update on North County Community Council, Danielle Hintz, Community Projects Manager, and Eric Clark, Council Secretary

Ms. Danielle Hintz, Community Projects Manager, introduced Mr. Eric Clark, the North County Community Council Secretary. Mr. Clark presented a PowerPoint and video outlining the recent work of the Council. He commented on how the United Way Suncoast ALICE Report guides the Council’s efforts with families.

B. Update on UNITE Pinellas, Timothy Dutton, Executive Director

Mr. Aungst announced the meeting will be suspended at 10:17 AM to hold a brief moment of silence for the 17 victims of the Marjory Stoneman Douglas High School shooting in Parkland, Florida on February 14, 2018.

Mr. Timothy Dutton explained UNITE Pinellas’ efforts to impact equity issues in Pinellas County. He provided a live demonstration of the National Equity Atlas, a comprehensive data resource to track, measure, and make the case for inclusive growth.

Mr. Dutton paused his presentation and Dr. Michael Grego, Superintendent of Pinellas County Schools, led the moment of silence.

Mr. Dutton continued his presentation and announced UNITE Pinellas will release a Pinellas County metrics report on equity on April 18, 2019. He thanked JWB for its leadership.

Dr. Grego thanked Mr. Dutton for his work.

V. CHIEF EXECUTIVE OFFICER’S REPORT

Mr. Aungst announced he had to leave the meeting at 10:40 AM and, at that time, asked Mrs. Rolston, Vice Chair, to continue the meeting in his absence.

Dr. Biddleman reported on numerous items of note:

Literacy

Dr. Biddleman reported on JWB’s response to correspondence received related to the faith-based literacy program from Mrs. Donna Welch’s attorney Shirin M. Vesely.
Commissioner Seel recommended Dr. Biddleman send a response to the *Tampa Bay Times* as the best way to clarify the inaccurate reports in the newspaper. Board members expressed their opposition to sending a response to the *Tampa Bay Times*. Commissioner Seel also asked if the news section of the JWB website includes all published media articles referencing JWB. Ms. April Putzulu, Strategic Communications Manager reported in the negative. After lengthy discussion about the program and the articles, Mr. Aungst determined there “was no need to do anything else”.

Commissioner Seel then stated for the record: “It clearly shows through JWB’s analysis of the facts that it was concluded in pretty much every category that program costs, the measureable outcomes, the documentation of payment authorization, and the church participation that Mrs. Welch did follow and conform with the procedures.”

Attorney Shirin M. Vesely then asked if it was an appropriate time for public comment.

Ms. Colleen Flynn, JWB’s legal counsel, asked if the Board would allow comment now, or hold it to the Open Agenda. The Board agreed to hold public comment for the Open Agenda.

Dr. Biddleman spoke about a literacy meeting that was held on February 7, 2019. Board member Mr. Mikurak was in attendance along with JWB staff, two primary groups from the community, and other providers.

Cooperman-Bogue

Dr. Biddleman informed the Board that the Cooperman-Bogue KidsFirst Awards Luncheon will be held on May 3, 2019 at Hilton St. Petersburg Carillon Park. Dr. Biddleman, Ms. Leedy, and Ms. Putzulu met with Hilton management on last year’s parking issue. Several changes have been implemented to alleviate the overcrowded parking situation.

Health and Human Services Leadership Board

Dr. Biddleman informed the Board that the Health and Human Services Leadership Board Meeting will be held on Wednesday, February 20, 2019 at 2:00 PM in the Edmonds Neri Conference Room. Pinellas County Commissioner Kathleen Peters will present on the Marchman Act and new members will be welcomed. The System of Care and Children’s Mental Health will also be discussed. The Executive Team previously met with Commissioner Peters.

Other Activities

Dr. Biddleman shared that the *Opioid Crisis and the Faith Community* Faith-Based Mini Symposium will be held on Thursday, February 21, 2019.

A Joint Community Council Workshop was held Thursday, February 7, 2019. It was well attended. JWB conducted a training on how to speak about the work of the Community Council and JWB to the community.

The Youth Leadership Conference is scheduled on Saturday, March 2, 2019 from 9:00 AM to 3:00 PM at the Pinellas Park Public Works Building.
Dr. Biddleman is participating with leaders from four counties in the Baycare Community Mental Health and Substance Use Initiative meetings. The first full day meeting was held in January. The second meeting is scheduled in March. Dr. Biddleman also plans to meet with Ms. Gail Ryder, Baycare Vice President of Behavioral Health Services.

There were no further questions or comments from the Board.

VI. INFORMATION ITEMS

Mrs. Rolston asked if there were any requests from the Board to discuss the Information Items. There were no requests.

VII. OPEN AGENDA

Ms. Lindsay Carson, Chief Executive Officer, Early Learning Coalition (ELC), of Pinellas County, Inc., introduced Dr. Julie Mastry, the new Chief Program Officer of the ELC.

Attorney Flynn introduced Attorney Shirin M. Vesely. Attorney Vesely thanked JWB for recently diving into the facts and the allegations that were made in the *Tampa Bay Times* newspaper by reporter Mark Puente. She agreed this issue needs to come to an end, and believes the end should be the reporting of true facts and an apology from *Tampa Bay Times*. She again thanked JWB for confirming Mrs. Welch used evidence-based curricula at all times and for confirming that Mrs. Welch did not spend a mere $62 on books, but spent over $4,000 for textbooks, and over $5,000 was invested in tracking student’s progress.

Mr. Rick Butler announced staff anniversaries.

VIII. ADJOURN

Mrs. Rolston moved for adjournment at 10:49 AM seconded by Dr. Sewell. No further discussion, all in favor; motion carried.

Minutes Submitted by:

Rick Butler
Board Secretary
03/14/19
Board of Directors Meeting

March 14, 2019

Accept Financial Report for February 2019

Item II.B.

Recommended Action: Accept Financial Report for February 2019

Strategic Plan Alignment: Administration

The February report will be distributed when it is received prior to the March 14, 2019 Board meeting.

Staff Resource: Brian Jaruszewski
Lynn De la Torre
Board of Directors Meeting  
March 14, 2019  

Monthly Board Financial and Investment Report

**Recommended Action:** Approve the Monthly Financial and Investment Report  
**Issue:** Budget and Investments Accountability  
**Program:** Provider services are presented in aggregate in the report  
**Budget Impact:** FY19 Budget

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### PRELIMINARY FINANCIAL HIGHLIGHTS - UNAUDITED  
February 28, 2019  
**Prepared by:** Lynn De la Torre, Accounting Manager

A summary of the major financial highlights include the following:

- **Total Assets** increased by $4.3M to $70,133,832 from the prior year amount of $65,872,835.
  - **Cash and Investments** increased from the prior year by $4,740,504. This includes the net amount received from ad valorem tax and interest revenue.
  - **Due from Agencies** includes receivables from the Neighborhood Family Centers for advances from JWB.
  - **Other receivables** includes the current portion of Note Receivable. The note receivable is due April 1, 2019.
  - **Note Receivable** represents the remaining portion due to JWB through April 2019 for the purchase of the Pinellas Park Building by St. Petersburg College.
  - **Capital Assets** decreased $209,060. There was a decrease of $103,085 which is the net effect of additions and deletions of capital assets, as well as a decrease of $105,975 for the amortization of the capital leases for both equipment and St Petersburg College.
  - **Deferred Outflow of Resources** in the amount of $1,425,296 represents the dollar value of net assets that will be recognized as consumed or used (paid out) in a future reporting period due to an event that occurred in the current period. Deferred Outflows increased $26k from the prior year amount of $1,399,348. These amounts are attributed to JWB’s participation in the Florida Retirement System.

- **Liabilities:**
  - **Total Liabilities** increased by $148K to $4,267,331 from the prior year amount of $4,119,214.
  - **Payables** increased by $3K from FY18. At the end of February 2019 there was a higher amount that was due to be paid than at the end of February 2018. Timing of due dates contributes to the difference in the balances.
  - **Accrued Liabilities** of $326,784 includes the annual accrual for staff vacation and sick leave and long term copier lease amount.
  - **Net Pension Liability** is the difference between the total pension liability and the assets set aside to pay current employees, retirees, and beneficiaries. Net Pension Liability increased $171,824 to $3,815,010 from the prior year amount of $3,643,186.
Deferred Inflow of Resources in the amount of $464,030 represents the dollar value of net assets that will be recognized as received or (paid in) in a future reporting period due to an event that occurred in the current period. Deferred Inflows increased $122K from the prior year amount of $342,304. These amounts are attributed to JWB’s participation in the Florida Retirement System.

- **Fund Equity:**
  
  Total Fund Equity increased $4,017,102 to $66,827,767 from the prior year amount of $62,810,665.
  
  Unspendable Note is the long-term portion of the amount owed to JWB by St. Petersburg College.
  
  Assigned for Spence Award is an amount designated for the annual H. Browning Spence Educational Award.
  
  Assigned Cash Flow Requirement The cash flow requirement is in accordance with JWB’s Board policy that states "restricted funds shall be targeted at a minimum of two months of operating expenses to manage cash in-flows and out-flows until ad valorem is received."
  
  Unassigned represents the fund balance carryforward from the prior fiscal year.
  
  Excess Revenue/(Expenses) is the remainder of revenues over expenditures for the current year. Tax revenues begin to be received in late November and increase the balance. This number reflects the spending pace of the administration and agency payments over the year.

- **Revenues and Expenses:**

  Property tax revenue year-to-date is $62,248,781. Property tax revenue is $4.5M more than the prior fiscal year.

  Interest revenue year-to-date is $369,328. Interest revenue includes interest from the Note Receivable and interest income from investments. There is $65M currently invested in BB&T, Regions, the Florida Local Government Investment Trust (FLGIT) and Florida Prime. (See chart on the Investments page).

  Miscellaneous revenue includes the rent received from 2-1-1 Tampa Bay Cares, Inc., and Cooperman-Bogue revenue, including in-kind contributions for the KidsFirst Awards.

  Administration expenses year-to-date are $2,781,089. Of this total, 83 percent is personnel expense. Administration expenses are $200k higher than the previous fiscal year-to-date.

  Children and Family Program reimbursements include payments of $16,598,265 year-to-date. This is $1.4M higher than prior year.
## COMBINED BALANCE SHEET - ALL FUND TYPES AND ACCOUNT GROUPS

**February 28, 2019**

### Assets

<table>
<thead>
<tr>
<th>Description</th>
<th>Governmental Fund General</th>
<th>PCMS Funds General</th>
<th>FY19</th>
<th>FY18</th>
</tr>
</thead>
<tbody>
<tr>
<td>Cash and Investments</td>
<td>$ 64,958,551</td>
<td>$ 118,499</td>
<td>$ 65,077,050</td>
<td>$ 60,336,546</td>
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<tr>
<td>Due from Other Governments</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
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<tr>
<td>Due from Other Agencies</td>
<td>1,434,834</td>
<td>-</td>
<td>1,434,834</td>
<td>1,540,260</td>
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<tr>
<td>Receivables (Other/Short Term Note)</td>
<td>46,660</td>
<td>-</td>
<td>46,660</td>
<td>137,465</td>
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<tr>
<td>Prepaids/Deposits</td>
<td>23,096</td>
<td>-</td>
<td>23,096</td>
<td>4,274</td>
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<tr>
<td>Capital Assets, net of accumulated depreciation</td>
<td>3,552,192</td>
<td>-</td>
<td>3,552,192</td>
<td>3,761,251</td>
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<tr>
<td>Note Receivable - Long Term</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>93,039</td>
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<tr>
<td><strong>Total Assets</strong></td>
<td><strong>70,015,333</strong></td>
<td><strong>118,499</strong></td>
<td><strong>70,133,832</strong></td>
<td><strong>65,872,835</strong></td>
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<tr>
<td>Deferred Outflows of Resources</td>
<td>1,425,296</td>
<td>-</td>
<td>1,425,296</td>
<td>1,399,348</td>
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<tr>
<td><strong>Total Deferred Outflows of Resources</strong></td>
<td><strong>1,425,296</strong></td>
<td><strong>-</strong></td>
<td><strong>1,425,296</strong></td>
<td><strong>1,399,348</strong></td>
</tr>
<tr>
<td><strong>Total Assets &amp; Deferred Outflow</strong></td>
<td><strong>$ 71,440,629</strong></td>
<td><strong>$ 118,499</strong></td>
<td><strong>$ 71,559,128</strong></td>
<td><strong>$ 67,272,183</strong></td>
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### Liabilities

<table>
<thead>
<tr>
<th>Description</th>
<th>FY19</th>
<th>FY18</th>
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<tbody>
<tr>
<td>Vouchers &amp; Accounts Payable</td>
<td>118,854</td>
<td>116,219</td>
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<td>Other Payables</td>
<td>6,683</td>
<td>5,416</td>
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<td>Accrued Liabilities</td>
<td>326,784</td>
<td>354,394</td>
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<tr>
<td>Pension Liability (Net)</td>
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<td>3,643,186</td>
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<td><strong>Total Liabilities</strong></td>
<td><strong>4,267,331</strong></td>
<td><strong>4,119,214</strong></td>
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<td>Deferred Inflows of Resources</td>
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<td>342,304</td>
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<tr>
<td><strong>Total Deferred Inflows of Resources</strong></td>
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<td><strong>342,304</strong></td>
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### Fund Equity

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<thead>
<tr>
<th>Description</th>
<th>FY19</th>
<th>FY18</th>
</tr>
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<tbody>
<tr>
<td>Investment in Fixed Assets</td>
<td>3,545,497</td>
<td>3,731,595</td>
</tr>
<tr>
<td>Retained Earnings</td>
<td>118,676</td>
<td>122,846</td>
</tr>
<tr>
<td><strong>Fund Equity Unreserved</strong></td>
<td>-</td>
<td>93,039</td>
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<tr>
<td>Unspendable-Note Receivable</td>
<td>-</td>
<td>-</td>
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<tr>
<td>Assigned-Spence Education Award</td>
<td>7,418</td>
<td>6,318</td>
</tr>
<tr>
<td>Assigned Cash Flow Requirement</td>
<td>12,682,647</td>
<td>11,652,746</td>
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<tr>
<td>Unassigned</td>
<td>9,022,084</td>
<td>8,352,067</td>
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<tr>
<td>Excess Rev/(Exp)</td>
<td>41,451,622</td>
<td>38,852,054</td>
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<tr>
<td><strong>Total Fund Equity</strong></td>
<td>66,709,268</td>
<td>62,810,665</td>
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<tr>
<td><strong>Total Liabilities &amp; Fund Equity</strong></td>
<td><strong>70,976,599</strong></td>
<td><strong>66,929,878</strong></td>
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### Total Liability & Fund Equity & Deferred Inflow

<table>
<thead>
<tr>
<th>FY19</th>
</tr>
</thead>
<tbody>
<tr>
<td>$ 71,440,629</td>
</tr>
</tbody>
</table>

Page 3 of 6
## JUVENILE WELFARE BOARD
### INTERIM STATEMENT OF REVENUE, EXPENDITURES AND CHANGES IN FUND BALANCE
#### FOR PERIOD ENDING February 28, 2019

<table>
<thead>
<tr>
<th></th>
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</thead>
<tbody>
<tr>
<td></td>
<td>Budget</td>
<td>Actuals</td>
<td>Variance</td>
<td>Spent</td>
<td>Budget</td>
<td>Actuals</td>
<td>Variance</td>
<td>Spent</td>
</tr>
<tr>
<td><strong>REVENUE</strong></td>
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<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Property Taxes</td>
<td>69,184,896</td>
<td>$28,827,040</td>
<td>62,248,781</td>
<td>33,421,741</td>
<td>216%</td>
<td>5,765,408</td>
<td>$2,669,576</td>
<td>(3,095,832)</td>
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<tr>
<td>Interest - Investments</td>
<td>600,000</td>
<td>250,000</td>
<td>369,328</td>
<td>119,328</td>
<td>148%</td>
<td>50,000</td>
<td>117,870</td>
<td>67,870</td>
</tr>
<tr>
<td>Note</td>
<td>-</td>
<td>-</td>
<td>564</td>
<td>(564)</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
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<tr>
<td>Miscellaneous</td>
<td>335,291</td>
<td>139,705</td>
<td>6,465</td>
<td>(133,240)</td>
<td>5%</td>
<td>335,291</td>
<td>263</td>
<td>(335,028)</td>
</tr>
<tr>
<td><strong>TOTAL REVENUE</strong></td>
<td>70,120,187</td>
<td>29,216,745</td>
<td>62,625,138</td>
<td>33,407,265</td>
<td>214%</td>
<td>6,150,699</td>
<td>2,787,709</td>
<td>(3,362,990)</td>
</tr>
</tbody>
</table>

| Administration | 7,771,067 | 3,237,945 | 2,781,089 | (456,856) | 86% | 647,589 | 583,841 | (63,748) | 90% | 2,581,615 | 199,474 | 7% |

| **Children & Families Programs** | | | | | | | | | | | | | |
| School Readiness | 11,180,301 | 4,658,459 | 3,699,150 | (959,309) | 79% | 931,692 | 813,807 | (117,885) | 87% | 3,612,120 | 87,030 | 2% |
| School Success | 18,016,808 | 7,507,003 | 3,988,486 | (3,518,517) | 53% | 1,501,401 | 932,085 | (569,316) | 62% | 3,419,158 | 569,328 | 14% |
| Prevention of Child Abuse & Neglect | 22,215,591 | 9,256,496 | 6,795,649 | (2,460,847) | 73% | 1,851,299 | 1,774,279 | (77,020) | 96% | 6,244,177 | 551,472 | 8% |
| Strengthening Community | 11,098,148 | 4,624,228 | 2,114,980 | (2,509,248) | 46% | 924,846 | 638,774 | (286,072) | 69% | 1,910,349 | 204,631 | 10% |
| **SUB TOTAL CHILDRENS & FAMILIES PROGRAMS** | 62,510,848 | 26,046,187 | 16,598,265 | (9,447,922) | 64% | 5,209,237 | 4,158,945 | (1,050,292) | 80% | 15,185,804 | 1,412,461 | 9% |

| **Other** | | | | | | | | | | | | | |
| Future Programming | 2,750,000 | 1,145,833 | - | (1,145,833) | 0% | 229,167 | - | (229,167) | 0% | - | - | - |
| ASO | 363,313 | 151,380 | 124,909 | (26,471) | 83% | 30,276 | - | (30,276) | 0% | - | 124,909 | 100% |
| Contingency | 500,000 | 208,333 | - | (208,333) | 0% | 41,667 | - | (41,667) | 0% | - | - | - |
| **SUB TOTAL OTHER** | 3,613,313 | 1,505,547 | 124,909 | (1,380,638) | 8% | 301,109 | - | (301,109) | 0% | - | 124,909 | 100% |

| **Non-Operating:** | | | | | | | | | | | | | |
| Statutory Fees | 1,380,554 | 575,231 | 1,519,547 | 944,316 | 264% | 115,046 | 51,658 | (63,388) | 45% | 1,437,243 | 82,304 | 5% |
| Technology | 757,500 | 315,625 | 149,883 | (165,742) | 47% | 63,125 | 149,006 | 85,881 | 236% | 41,139 | 108,744 | 73% |
| Other | 72,000 | 30,000 | - | (30,000) | 0% | 6,000 | - | (6,000) | 0% | - | - | - |
| **SUB TOTAL - NON-OPERATING** | 2,210,054 | 920,856 | 1,669,430 | 748,574 | 181% | 184,171 | 200,664 | 16,493 | 109% | 1,478,382 | 191,048 | 11% |
| **TOTAL EXPENDITURES** | 76,105,282 | 31,710,534 | 21,173,693 | (10,536,841) | 67% | 6,342,106 | 4,943,450 | (1,398,657) | 78% | 19,245,801 | 1,927,892 | 9% |

| **EXCESS (Deficiency) of Revenue over Expenditures** | (5,985,095) | (2,493,790) | 41,451,445 | 43,944,107 | | (191,409) | (2,155,741) | (1,964,333) | | 38,852,054 | 2,599,391 | |

*Note:* Variance calculations are based on actuals vs. budgeted amounts.
## CONTRACTS SIGNED THIS MONTH

<table>
<thead>
<tr>
<th>Date</th>
<th>Name</th>
<th>Amount</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>02/05/19</td>
<td>Mosaic Network, Inc.</td>
<td>149,006</td>
<td>Master Agreement for GEMS license, technical services, system maintenance, 350 users. Includes discount for upfront payment.</td>
</tr>
<tr>
<td>02/11/19</td>
<td>City of Pinellas Park</td>
<td>0</td>
<td>Rental space for the 2nd Annual Youth Conference, indemnification agreement and insurance agreement</td>
</tr>
<tr>
<td>02/16/19</td>
<td>Dennis Amadeus</td>
<td>2,310</td>
<td>create and facilitate (three facilitators) the Youth Leadership Committee conference on 3/2/19.</td>
</tr>
</tbody>
</table>

## BUDGET TRANSFERS APPROVED THIS MONTH

<table>
<thead>
<tr>
<th>Date</th>
<th>Name</th>
<th>Amount</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>02/14/19</td>
<td>JWB Administration</td>
<td>150,665</td>
<td>Three additional positions – Senior Program Evaluator, Senior Program Consultant, and Senior Program Financial Analyst; annualized amount is $301,331</td>
</tr>
<tr>
<td>02/14/19</td>
<td>Gulf Coast Jewish Community</td>
<td>67,112</td>
<td>JWB Board approved a budget amendment for $104,982, $37,870 has been allocated, the remaining amount to allocate is the $67,112</td>
</tr>
<tr>
<td>02/19/19</td>
<td>Family Center on Deafness</td>
<td>3,196</td>
<td>Increase allocation to cover Family Center on Deafness’s Package and Umbrella increased limits and liability coverages required by the JWB contract.</td>
</tr>
<tr>
<td>02/21/19</td>
<td>CASA</td>
<td>109,241</td>
<td>FY19 Board Workshop funding recommendation to fund additional advocate positions and their associated operating costs (1 advocate manager, 1 advocate at domestic shelter, and 1 justice advocate to be housed at the St Petersburg Police Department</td>
</tr>
</tbody>
</table>
# INVESTMENT REPORT

**For Period Ending February 28, 2019**

<table>
<thead>
<tr>
<th>BANK</th>
<th>ACCOUNT</th>
<th>AVERAGE RATE</th>
<th>BALANCE</th>
<th>YIELD</th>
</tr>
</thead>
<tbody>
<tr>
<td>BB &amp; T</td>
<td>Concentration Account</td>
<td>*</td>
<td>3,546,469</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Market Investment Account</td>
<td>0.15%</td>
<td>4,129,577</td>
<td>475</td>
</tr>
<tr>
<td>REGIONS</td>
<td>Investment Sweep Trust Account</td>
<td>2.05%</td>
<td>7,851,843</td>
<td>13,586</td>
</tr>
<tr>
<td>Florida Local Government Investment Trust (FLGIT)</td>
<td>Day to Day Fund Account</td>
<td>2.59%</td>
<td>23,081,174</td>
<td>50,014</td>
</tr>
<tr>
<td>FLORIDA PRIME</td>
<td>Investment Pool - FUND A</td>
<td>2.66%</td>
<td>26,402,297</td>
<td>53,795</td>
</tr>
</tbody>
</table>

|             |                                       |              | 65,011,360   | 117,870 |

* This is the main operating account. The account has an earnings credit of .75% applied to the average collected balance in the account and used to offset services charges. There is no interest paid in this account.

---

**ANNUAL BUDGET**

<table>
<thead>
<tr>
<th>Year To Date</th>
<th>Year To Date</th>
<th>Comparison of YTD Budget to Actual</th>
</tr>
</thead>
<tbody>
<tr>
<td>600,000</td>
<td>250,000</td>
<td>Actual (3)</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Budget</td>
</tr>
<tr>
<td></td>
<td></td>
<td>YTD Budget Variance</td>
</tr>
<tr>
<td></td>
<td>369,257</td>
<td>148%</td>
</tr>
<tr>
<td></td>
<td></td>
<td>$</td>
</tr>
<tr>
<td></td>
<td></td>
<td>119,257</td>
</tr>
</tbody>
</table>

(3) Includes interest adjustments for the month not reflected in the interim statements.

---

**Investments by Institution**

- Regions: 35.5%
- BB&T: 12.1%
- FL Prime (SBA): 11.8%
- FLGIT: 40.6%

---

**Investments by Category**

- Savings, Demand Deposits, Certificates of Deposits: MAX=100%
- Investment Pool: MAX=75%

---

**YTD Investment Yield Amount Comparison**

- FY 18: Average Rate - 1.12%
- FY 19: Average Rate - 1.86%
Board of Directors Meeting

March 14, 2019

Review and Approve Resources for the Children’s Mental Health Initiative

Item III.A.

Recommended Action: Review and Approve Resources for Children’s Mental Health Initiative

Strategic Plan Alignment: Strengthening Community

VISION

To devise and implement a children’s mental health system of care for Pinellas County that will enhance public awareness and provide for an accessible, family-oriented, coordinated, comprehensive, high-quality system supported by an engaged and skilled workforce.

One in five children in the U.S. suffers from a diagnosable mental disorder, but only 20-25 percent of affected children receive treatment (American Academy of Pediatrics, and American Academy of Child and Adolescent Psychiatry). The Children’s Mental Health Initiative is working to address children’s mental health needs in a way that is both accessible and acceptable (de-stigmatized) throughout Pinellas County. The goal is to deliver the appropriate services at the appropriate level at the appropriate time. Reaching this goal will require a redesign of the current system and is focused on five components:

- Care coordination across the continuum
- Public awareness and family engagement
- Workforce development and training
- Outcomes at the systems level and patient/family level
- System finance

The ultimate work product of the system redesign planning phase will be a conceptual framework for the system integration, and a set of related tactical plans to guide the implementation phase of the work. At this point, the concepts include:

- Outreach to parents to understand their experiences accessing mental health services for their children now and after implementation begins to inform process improvement;
- Training of staff in interdisciplinary model
- Full integration of mental health services into primary care practices

The current consultant is an expert in system redesign and change management and has been informing and guiding the work of the teams. As the initiative moves into implementation, the need for this expertise will diminish as the work becomes more operational. However, at this juncture, her participation is critical to get to the next phase.

Dr. Revonda Cornell’s contract expires June 30, 2019, and is limited to $50,000. In order to get through the conceptualization phase, we are requesting an additional $37,500 be approved through the remainder of the contract period. Funds for the contract are already allocated from the $1.8M budgeted for the initiative. This request is to utilize funds from that allocation, making it budget-neutral.

Staff Resource: Lynda Leedy
Brian Jaruszewski
REVONDA L. CORNELL, RN, BSN, MS, Ed. D, FACHE

CAREER SUMMARY

I have served in roles of CEO/COO within the following healthcare systems: Cleveland Clinic Health system- Lakewood Hospital; Franciscan Sisters of Allegheny- St. Anthony’s and St. Joseph’s Hospitals; and St. Luke’s Hospital. While completing my doctoral studies, I served in varying roles as an independent healthcare consultant. These roles ranged from interim COO/CNO and Director level positions. After completing my Ed.D., I served as a healthcare consultant within the Geisinger Healthcare Consulting Group (now xG) which provided me a breadth and depth of knowledge and experience in population health management requirements for value-based clinically integrated systems. During this period, I worked closely with the physician, administrative, and health plan executives to project manage their international consulting services for their ‘Advanced Patient-Centered Medical Home’ readiness assessment and implementation initiatives. I have served in the past three years as a consultant to public health and social services organizations to better understand the linkages between all entities across the continuum of care.

I have continued to blend my knowledge gained in doctoral studies of adult learning theories and transformational change ‘processes’ required for this type of change to occur.

EDUCATION

2009   Ed.D; University of South Florida, Tampa, FL
1987   MS; James Madison University, Harrisonburg, VA
1978   BSN; University of North Carolina Greensboro, NC

PROFESSIONAL, EXPERIENCE, ACHIEVEMENTS

01/2015-Present        Revonda Cornell Healthcare Consulting, LLC        U.S.

Providing executive clinical assistance to Juvenile Welfare Board to facilitate public health and social services linkages with healthcare and organizational collaborative initiatives to build population health management systems of care. Some examples include the following: 1) Enhancing relationship with the Federally Qualified Health Care Centers in Pinellas County to build population health management based initiatives between continuum of care systems (Type 2 Diabetes in the Youth) and mental health services; 2) implementing operational processes to better link community social service agencies with acute care, ambulatory services and providers; 3) facilitating wellness oriented workshops for providers within community agencies; and 4) serving as secondary lead to facilitate the activities of five ‘county-wide’ work teams to develop strategic plans for Children’s Mental Health System of Care.

Served as an executive and clinical consultant to a California public health system board to assess organizational opportunities to improve CMS Conditions of Participation issues.

Served as a clinical consultant for the development of clinically integrated networks using Population Health Management (PHM) processes/systems of care tools. Examples of initiatives: Creation of the roadmap to prioritize the ‘system-ness’ opportunities, maximize use of limited resources and position these entities in the marketplace to ‘take on risk’. Categorization of the metrics in preparation of ‘data analytics’ infrastructure for next steps in the development of
Facilitated the integration of a 300+ physician group to develop its role in a clinically integrated network by:

- Creating and implementing a geriatric (SNFist) services business/operational plan focused upon a primary care physician and ARNP’s on-site. Monthly and quarterly quality and financial metrics tracked and reported resulting in the addition of four long-term facilities within a 12-month period.
- Facilitating the educational curriculum for practice-based care management within the PCMH homes and linkages to acute care and post-acute care services
- Implementing the NCQA Level 3 standards to form Patient-Centered Medical Homes oversight and implementation of these standards across 17 Primary Care Physician Practices resulting in NCQA Level 3 in one year.
- Designing and facilitating an interdisciplinary team in the development of an infrastructure to implement Evidence-Based Guidelines (EBG) within the EPIC EHR throughout 17 Primary Care Physician Practices. The first chronic disease selected was a Diabetes bundle of 9 indicators. The baseline metrics (7-9 indicators not met = 38%; 4-6 met = 44.5%; and 0-3 = 16.9%). Process improvement systems identified and implemented resulting in improvement within 60 days and continued. Additional diseases continued to be developed and implemented throughout the system using the process.
- Facilitating a team-based value stream workflow redesign within the three Community Health practices to enhance access to care for the uninsured and underinsured; tracked and monitored referrals to specialist; established standards of care of acute care and ED discharges to be seen by provider and monitoring/feedback to staff/providers. Involved in the successful approval of two Federally Qualified Look-A-Like practices.
- Developing a “proof of concept” for executive team to demonstrate how LMHS can integrate population health management concepts through its Workplace Wellness service line. Some of the components include streamlining the wellness/preventive care and chronic disease management services by diseases; linking to the PCMH, aligning key shared performance indicators (HEDIS, etc.)
performance improvement, program, workflow redesign, team-based infrastructure and processes of care, practice redesign, population-based case management and transitions of care processes, etc.

- Co-created an automated clinical readiness survey tool used as part of the Geisinger-Brandeis CMS Bundled Payments for Care Improvement (BPCI) initiative Model 2. Participated in the assessment of ten health systems to determine their ‘readiness’.
- Created structure and process tools for the Geisinger physician leaders and Geisinger Health Plan to capture their knowledge, criteria of assessment into a recommended roadmap for clients.
- Developed tools to guide the leaders within these systems to accelerate their action plans (asthma management within the Primary Care Practice and coordination with pulmonologists; co-created an automated IDS survey tool, etc.)
- Facilitated the development of the Geisinger Health Plan curriculum for the 4-week RN embedded Case Manager program working closely with the ‘content experts’ to integrate adult learning theoretical frameworks for a comprehensive didactic, observational experience and capstone day.
- Facilitated the implementation of the COPD Geisinger ProvenHealthNavigator® Model in Singapore.

1999 - 2011    Revonda Cornell Consulting  St. Petersburg, FL
Healthcare consulting firm offering executive and clinical services to healthcare organizations Served in interim Executive positions (COO/CNE, Director Level) reporting directly to the CEO/COO.

1998-1999    Cleveland Clinic Health System  Cleveland, OH
CEO/COO
Merged Lakewood Hospital, a 421-bed acute care hospital of $150 Million in gross revenues, with Cleveland Clinic Health System. Reported to Board of Trustees and Cleveland Clinic administration. Developed strategic merger plan, defined and communicated expectations, and consulted with change leaders and organizational subgroups. Increased profit margin and enhanced quality of care.

1991-1997    Franciscan Sisters of Allegheny NY, Tampa / St. Petersburg, FL
CEO/COO, St. Anthony’s Hospital (1994-1997)

800-bed tertiary care acute care center. Directed operations across a matrix organization.

Vice-President, Chief Nurse Executive
238 acute care bed community hospital including cancer center, cardiac surgical services, NICU, SNF and Case Management

1976-1987 Various Nursing Positions
Chief Nurse Executive, Director of Nursing/Assistant Administrator, Nursing Assistant and RN staff nurse for Med/Surg, Labor & Delivery, ICU and Staff Development Educator
CERTIFICATIONS
Fellow, American College of Healthcare Executives
Fellow, Wharton School of Business Chief Nurse Executive program

PROFESSIONAL AFFILIATIONS, HONORS, PUBLICATIONS
Dissertation: “Transformational Change within Three Schools of Nursing Employing Healthcare Informatics”
USF – Tampa Physician Leadership
Leland Kaiser Institute of Intuitive Leadership
CHILDREN’S MENTAL HEALTH INITIATIVE

BOARD MEETING

MARCH 14, 2019
Children’s Mental Health Initiative

• 20% of the children in the U.S. have a diagnosable mental health condition

• 80% of those children do not get the treatment they need
**Consensus Workshop**

**VISION:** To devise and implement a children’s mental health system of care for Pinellas County that will enhance public awareness, and provide for an accessible, family-oriented, coordinated, comprehensive, high quality system supported by an engaged and skilled workforce.

<table>
<thead>
<tr>
<th>Issue</th>
<th>Tactics</th>
<th>Outcomes (Data Analytics)</th>
<th>System Finance (Enhanced Reimbursement)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Public Awareness</td>
<td>Family Voice</td>
<td>Measure Success</td>
<td>Support</td>
</tr>
<tr>
<td>Family Engagement</td>
<td>Family Voice</td>
<td></td>
<td>Education</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>Partnerships</td>
</tr>
<tr>
<td>Workforce</td>
<td>Shortage</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>Task Shifting</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>Peer Supports</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>Integration</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>Multidisciplinary</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>Technology</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Care Coordination</td>
<td>Access</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Across the Continuum</td>
<td>Integration</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>Screening</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>Multidisciplinary</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>Technology</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

May 2018

October 2018

February 2019

4
Board of Directors Meeting

March 14, 2019

Approve Mid-County Community Council Appointment

Item III.B.

**Recommended Action:** Approve Appointment to the Community Councils

**Strategic Plan Alignment:** Strengthening Community

**Background:**

In October 2005, the Board approved new guidelines that governed the operation of the Community Councils. Included in the operating guidelines is the provision that the appointment of all Community Council members must be approved by the Board. The Board approved the categories from which the recruits would be selected to include the following: Community Representative, Government, Business, Education, Civic Organization, Health, and Youth/Young Adults.

There is one applicant recommended to serve on the JWB Community Councils.

**Nominee:**

Regional Area: Mid-County

Zully Millan

Ms. Millan graduated from Elski High School in Houston, Texas. She then pursued a Technical Course on Billing and Coding at the Texas School of Business, which led her to work in the medical field. Ms. Millan is currently working part time at Our Family Doctors, while at the same time attending St. Petersburg College to obtain a bachelor’s degree in Social Work. Ms. Millan is involved at Abundant Life Ministry Church in Largo, where she teaches Sunday school. Ms. Millan is the Director of the Coral Heights’ Children Outreach Initiative. Her heart is on helping people to become a better version of themselves. Ms. Millan stated that she is just an ordinary person trying to make a difference in people’s life.

Category: Community Representative

**Current Membership:**

Upon Board approval of this appointment, there will be 37 Community Council members: 10-North County; 19-Mid-County; and 8-South County.

Staff Resource: Judith Warren
Item IV.A.

Recommended Action: Information Only

Strategic Plan Alignment: School Success

Ms. Jessica Muroff, Chief Executive Officer of the Girl Scouts of West Central Florida, will be presenting about the expansion work of the Girls Scouts and the impact on the youth served.

Staff Resource: Judith Warren
Go-getters Innovators Risk-takers Leaders
Girl Scout Leadership Experience

STEM

Rising Diamonds
Girl Scout Leadership Experience

A bold and aspirational model of leadership that engages girls in fun and challenging activities.
Girl Scout Leadership Experience Activities

Focus

Processes

• Girl-led
• Learning by Doing
• Cooperative Learning
Girl Scout Leadership Experience Outcomes

- Strong Sense of Self
- Positive Values
- Challenge Seeking
- Healthy Relationships
- Community Problem Solving
Strong Sense of Self

Girls have confidence in themselves and their abilities, and form positive identities.
Girls act ethically, honestly, and responsibly, and show concern for others.
Challenge Seeking

Girls take appropriate risks, try things even in they might fail, and learn from mistakes.
Girls develop and maintain healthy relationships by communicating their feelings directly and resolving conflicts constructively.
Girls desire to contribute to the world in purposeful and meaningful ways, learn how to identify problems in the community, and create “action plans” to solve them.
STEM Programming

Women hold less than 25% of STEM jobs in the U.S.

Less than 8% of mechanical engineers are women.

1 out of 3 environmental engineers are women.

74% of girls in Imagine Your STEM Future agree that in the program, they learned more by doing things than by being told things.
Girl Scouts of the USA has pledged to bring 2.5 million girls into the STEM career pipeline by 2025.
New badges and journeys to help girls gain crucial STEM skills.
Rising Diamonds Program

Hillsborough, Pinellas, Polk
2019 Goal: 5,600 Girls
18 GSWCF Staff Members
Flexible delivery in and out of school time
### Academic Outcomes

<table>
<thead>
<tr>
<th>Outcome 1</th>
<th>Outcome 2</th>
</tr>
</thead>
<tbody>
<tr>
<td>96% of girls with four or more absences at the start of the program improved their attendance rate. On average, they decreased their absences by 1.3 days.</td>
<td>90% of girls with a baseline grade of D or lower in Language Arts increased their grade to a C or higher. On average, they increased their grade by more than one point.</td>
</tr>
</tbody>
</table>
Academic Outcomes

86% of girls stated that they “agree” or “strongly agree” that their reading skills improved throughout the year.

92% of girls expressed that they developed a positive relationship with their mentor.
JWB-Funded Girl Scouts

**Daisies and Brownies**

- 92% developed a Strong Sense of Self
- 96% became Resourceful Community Problem Solvers
- 96% possess Positive Values
- 84% have Healthy Relationships
- 89% are Challenge Seekers
JWB-Funded Girl Scouts

Juniors, Cadettes, Seniors, and Ambassadors

- 79% developed a Strong Sense of Self
- 66% became Resourceful Community Problem Solvers
- 76% possess Positive Values
- 84% have Healthy Relationships
- 83% are Challenge Seekers
Thank You!

Jessica Muroff
Chief Executive Officer

jmuroff@gswcf.org
Board of Directors Meeting

March 14, 2019

Mid-Conty Community Council: Responding to Emerging Trends

Item IV.B.

**Recommended Action:** Information Only

**Strategic Plan Alignment:** Strengthening Community

The Mid-County Community Council will provide an update of their community impact and future projects. A PowerPoint will be presented.

Staff Resource: Judith Warren
Yaridis L. Garcia
RESPONDING TO EMERGING TRENDS

BOARD MEETING

MARCH 14, 2019
Collaborators & Influencers
LEVERAGING RESOURCES
INCUBATOR OF NEW IDEAS: Youth Leadership Committee

- Established the Mid-County Youth Leadership Committee in 2015

- Transitioned the Youth Leadership Committee to a Countywide Initiative
INCUBATOR OF NEW IDEAS: Hispanic Community Conversations
FY 19 Collaborative Work

- Replicate the Community Bus Ride in other communities in Mid-County, as well as expanding countywide
- Collaborate with the Intercultural Advocacy Institute and other stakeholders to distribute a countywide survey to further understand the needs of the Hispanic Community
- Support JWB Neighborhood Outreach Coordinator to expand relationships in the Coral Heights Community
- Expand BreakSpots by collaborating with the City of Pinellas Park Youth Center
Board of Directors Meeting

March 14, 2019

Chief Executive Officer’s Report

Item V.

Recommended Action: Information Only

Strategic Plan Alignment: Administration

Dr. Marcie Biddleman will present the Chief Executive Officer’s Report.

Staff Resource: Dr. Marcie Biddleman
CALL 1-800-273-TALK

#showyourtruecolor

#youmatter
Recommended Action: Information Only

Strategic Plan Alignment: Administration

State

Interim Legislative Committee Meetings

During January and February 2019, the legislature held interim committee meetings ahead of the 2019 regular session that began March 5, 2019. Public Policy staff is following a number of bills that, if passed, would impact JWB in the areas of fiscal accountability and transparency, as well as public meetings and public records. Below are summaries for the proposed legislation that could have the greatest impact:

Children’s Services Councils

HB 241 (Representative Wengay Newton, D-Pinellas) creates a new section, Ch. 125.903, Florida Statues with audit and fiscal requirements that are found in Ch. 11, Ch. 189, and Ch. 218, Florida Statutes. The bill has been referred to three committees, but does not have a Senate companion.

Government Accountability

SB 7014 Senate Governmental Oversight and Accountability Committee bill amends various statutes to enhance government accountability and auditing processes based on recommendations noted in recent reports by the Auditor General.

- Requires counties, municipalities, special districts, and water management districts to maintain certain budget documents on their websites for specified timeframes

- Provides that the Department of Financial Services may request additional information from local government entities when preparing its annual verified report

- Revises the membership, and restrictions thereof, for an audit committee of a county, municipality, special district, district school board, charter school, or charter technical career center

Public Meetings

HB 265 (Representative Wengay Newton, D-Pinellas) and SB 518 (Representative Kevin Rader, D-Palm Beach) add new requirements relating to how municipal meetings are conducted. The bills require that meeting materials, including the agenda and any supporting documents, be available at least three days before the meeting occurs, unless emergency circumstances occur. The bills require at least two copies of
The bills mandate that public comment be offered as either the first or last item on the agenda and requires that each member of the public has the right to speak for at least three minutes. If 20 or more members of the public wish to speak on a specific item, the presiding officer may restrict the time allotted for each speaker to one minute. The bills also require the commission to respond, either publicly at the meeting or through written correspondence, to any and all questions made by a member of the public; any written response must be provided within ten days after the meeting and be incorporated into the minutes of the meeting.

Public Records

HB 479 (Representative Cindy Polo, D-Miami-Dade) amends current law to define what “responding in good faith” means with regard to a public records request. The bill adds language requiring responses to include an estimate of the time necessary to complete the request. If the records are not provided within that timeframe, the bill requires the custodian of record to notify the requestor of the reasons for the delay and provide a new estimate of time necessary to complete the request. The bill has been referred to four committees, but does not have a Senate companion.

Millage Notices

HB 399 (Representative Nick R-DiCeglie, Pinellas) and SB 564 (Senator Ed Hooper, R-Pinellas) authorizes property appraisers to make proposed property tax notices of proposed property taxes available on their websites in lieu of mailing the notices.

Federal

Supplemental Nutrition Assistance Program

The partial federal government shutdown resulted in February food stamp benefits to be released early on January 20, 2019. The Florida Department of Children and Families announced that the March benefits for food stamps will be released in two parts: half of the benefits were uploaded to Electronic Benefit Transfer (EBT) cards on March 1, 2019 and the other half will arrive on the recipient’s regularly assigned day. This is intended to ensure recipients have access to benefits for the entire month.

Child Welfare

The Family First Prevention Services Act, prioritizes keeping families together and puts more money toward at-home parenting classes, mental health counseling, and substance abuse treatments. The law was included in a federal spending package signed by President Donald J. Trump in February 2018, but places limits on placing children in institutional settings such as group homes. It will force states to overhaul their foster care systems by changing the rules for how the annual $8 billion in federal funds for child abuse prevention can be spent. It is the most extensive overhaul of foster care in nearly four decades.

The Florida Department of Children and Families (DCF) presented to Florida House and Senate Children and Families committees on the impact to the State of Florida. Since 2006, the state’s Title IV waiver afforded flexibility in how federal dollars can be spent, the waiver expires under the new federal legislation on September 30, 2019. In FY18, Florida’s Title IV-E waiver funding was $188 million. DCF staff estimates a $90 million funding gap for FY20. To reduce this gap, DCF is aligning current programming to conform to Title IV-E reimbursement. In addition, DCF has requested the two-year extension on
limitation or group care, however states cannot get funding for prevention services until the limitation on group care is implemented.

In an effort to reduce the impact of the Family First Prevention Act, U.S. Senators Marco Rubio (R-Florida) and Dianne Feinstein (D-California) have filed S. 107, the State Flexibility for Family First Transitions Act. The bill would allow current Title IV-E waiver states to extend their child welfare waivers for two years, with a plan for how the state will transition from the demonstration project to the Families First Act by September 30, 2021. The bill is silent on whether additional extensions would be permitted.

**Recently Release Reports**

**Child Poverty**

The National Academies of Sciences, Engineering and Medicine released *A Roadmap to Reducing Child Poverty*, the results of their nearly two year study as a result of a congressional mandate. The report examines the federal evidence-based programs and policies that reduce the number of children living in poverty and identifies packages of policies and programs that could reduce child poverty in the United States by 50 percent within ten years. The National Academies has prepared a summary of the 500 page report. A link to the full report and data are provided at the bottom of the summary.

In February 2019, the U.S. Department of Health and Human Services updated their annual poverty guidelines:

**Computations for the 2019 Annual Update of the HHS Poverty Guidelines**

For the 48 Contiguous States and the District of Columbia

<table>
<thead>
<tr>
<th>Persons in family or household</th>
<th>Poverty thresholds for 2017 — published Sep. 2018&lt;sup&gt;a&lt;/sup&gt;</th>
<th>Column 2 multiplied by inflation factor&lt;sup&gt;b&lt;/sup&gt;</th>
<th>Difference between successive Column 3 entries</th>
<th>Average difference in Column 4&lt;sup&gt;c&lt;/sup&gt;</th>
<th>January 2018 poverty guidelines</th>
<th>January 2019 poverty guidelines</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>$12,448</td>
<td>$12,793</td>
<td>Nearest $20</td>
<td>$12,140</td>
<td>$12,490</td>
<td></td>
</tr>
<tr>
<td>2</td>
<td>$15,877</td>
<td>$16,265</td>
<td>$3,472</td>
<td>$4,420</td>
<td>$16,460</td>
<td>$16,910</td>
</tr>
<tr>
<td>3</td>
<td>$19,515</td>
<td>$19,992</td>
<td>$3,727</td>
<td>$4,420</td>
<td>$20,780</td>
<td>$21,330</td>
</tr>
<tr>
<td>4</td>
<td>$25,094</td>
<td>$25,707</td>
<td>$5,715</td>
<td>$4,420</td>
<td>$25,100</td>
<td>$25,750</td>
</tr>
<tr>
<td>5</td>
<td>$29,714</td>
<td>$30,440</td>
<td>$4,733</td>
<td>$4,420</td>
<td>$29,420</td>
<td>$30,170</td>
</tr>
<tr>
<td>6</td>
<td>$33,618</td>
<td>$34,439</td>
<td>$3,999</td>
<td>$4,420</td>
<td>$33,740</td>
<td>$34,590</td>
</tr>
<tr>
<td>7</td>
<td>$38,173</td>
<td>$39,105</td>
<td>$4,666</td>
<td>$4,420</td>
<td>$38,060</td>
<td>$39,010</td>
</tr>
<tr>
<td>8</td>
<td>$42,684</td>
<td>$43,727</td>
<td>$4,621</td>
<td>$4,420</td>
<td>$42,380</td>
<td>$43,430</td>
</tr>
</tbody>
</table>

Notes:


<sup>b</sup>The Consumer Price Index (CPI-U) for all items was 245.120 for calendar year 2017 and 251.107 for calendar year 2018, an increase of 2.44 percent.

<sup>c</sup>The arithmetic average of Column 4 entries, rounded to the nearest multiple of $20.

Source: Office of Assistant Secretary for Planning and Evaluation – US Department of Health and Human Services
Federal program eligibility is determined by annual income. Some programs include: Head Start, Low-Income Home Energy Assistance Program (LIHEAP). Parts of Medicaid, the Children’s Health Insurance Program, Community Health Centers, Migrant Health Centers, Family Planning Services, Supplemental Nutrition Assistance Program (SNAP), Special Supplemental Nutrition Program for Women, Infants, and Children (WIC), parts of the National School Lunch Program, and School Breakfast Programs. States also base eligibility for some of their services and programs on annual income.

**Unaccompanied Youth Homelessness Report**

The National Law Center on Homelessness and Poverty and National Network for Youth (NN4Y) released *Alone without a Home: A National Review of State Laws Affecting Unaccompanied Youth*. The report focuses on the 700,000 unaccompanied youth, minors who do not have a parent or guardian, and experience homelessness every year in America. The report examines the major causes of unaccompanied youth nationally, and takes an in-depth look at causes of unaccompanied youth in each state and six U.S. territories. The Law Center’s report also discusses the best practices to help the children who are experiencing homelessness, and laws that are in place to offer the resources they need to succeed.

The report covers 13 topics of concern for unaccompanied youth, including discharge from the juvenile justice system, right to public education, and access to health care. The report also covers youth in foster care or exiting foster care, and the struggles they face finding housing after leaving the foster care system. According to the Law Center’s report, 33 percent of youth experiencing homelessness had interacted with the foster care system, while 50 percent of adolescents aging out of foster care and juvenile justice systems risk becoming homeless within six months because they are unprepared to live independently and have limited social support.

Staff Resource: Debra A. Prewitt

Board of Directors Meeting

March 14, 2019

Early Learning Coalition Report

Item VI.B.

Recommended Action: Information Only

Strategic Plan Alignment: School Readiness

The Early Learning Coalition memo is attached.

Staff Resource: Judith Warren
Date: February 27, 2019  
To: JWB  
From: Lindsay Carson, CEO  
Subject: ELC Enrollment & Utilization

Enrollment & Utilization  
As previously reported, the Office of Early Learning released a new statewide data system in July 2018. The “EFS Mod” includes client eligibility & enrollments, provider contracts & reimbursement, and Child Care Resource & Referral. Since launching, the system has not functioned properly, and continues to impede our ability to pay providers accurately, redetermine eligibility and enroll children from the waitlist.

Providers have been paid based on estimates since July 2018. The School Readiness reimbursement function is expected to be released in early March 2019. Once the system is fully functional, it will take months to reconcile and complete data cleanup.

Unfortunately, we don’t have the ability to pull the data for reporting purposes that we normally provide. We are working closely with the Office of Early Learning as they correct the issues. We will provide updated reports once the reporting capabilities are restored. Thank you again for your patience.
Board of Directors Meeting

March 14, 2019

Eckerd Connects Reports

Item VI.C.

**Recommended Action:** Information Only

**Strategic Plan Alignment:** Prevention of Child Abuse and Neglect

The Eckerd Connects Report is attached.

Staff Resource: Judith Warren
Eckerd Connects Community Alternatives- C6 Lead Agency Performance Overview

As of January 31, 2019, ECA had a total of 3,177 children and young adults receiving child welfare services (2,046 in Pinellas County and 1,131 in Pasco County). This total represents a net decrease of 23 clients, since January 31, 2018. Eckerd Community Alternatives is the 2nd largest CBC Lead Agency in the State of Florida, based on the number of children and young adults served.

<table>
<thead>
<tr>
<th>Child Population</th>
<th>Pasco</th>
<th>Pinellas</th>
<th>C6 Overall</th>
</tr>
</thead>
<tbody>
<tr>
<td>January 31, 2019</td>
<td>1131</td>
<td>2046</td>
<td>3177</td>
</tr>
<tr>
<td>January 31, 2018</td>
<td>1214</td>
<td>1986</td>
<td>3200</td>
</tr>
<tr>
<td>Difference</td>
<td>-83</td>
<td>+60</td>
<td>-23</td>
</tr>
</tbody>
</table>

So far, as of the end of January 2018 the rate of children entering the child welfare system has increased when compared to last fiscal year (new fiscal year began on July 1, 2018). The overall monthly average for Pinellas last fiscal year was 81 entries from July 1, 2017 through June 30, 2018. In Pasco County, the monthly average from July 1, 2017 through June 30, 2018 was 50 entries.

<table>
<thead>
<tr>
<th>New Intakes / Entries – Monthly Average</th>
<th>Pasco</th>
<th>Pinellas</th>
<th>C6 Overall</th>
</tr>
</thead>
<tbody>
<tr>
<td>FY17-18</td>
<td>50</td>
<td>81</td>
<td>131</td>
</tr>
<tr>
<td>FY16-17</td>
<td>50</td>
<td>68</td>
<td>118</td>
</tr>
<tr>
<td>FY15-16</td>
<td>38</td>
<td>60</td>
<td>98</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>New Intakes / Entries Actuals For The Last 3 Months</th>
<th>Pasco</th>
<th>Pinellas</th>
<th>C6 Overall</th>
</tr>
</thead>
<tbody>
<tr>
<td>January 2019</td>
<td>47</td>
<td>102</td>
<td>149</td>
</tr>
<tr>
<td>December 2018</td>
<td>56</td>
<td>33</td>
<td>89</td>
</tr>
<tr>
<td>November 2018</td>
<td>61</td>
<td>82</td>
<td>143</td>
</tr>
</tbody>
</table>
On the back end of our system, the average number of children being discharged from Out of Home Care increased in the month of December 2018 when compared to last fiscal year.

<table>
<thead>
<tr>
<th>Exits from Foster Care – Monthly Average</th>
<th>Pasco</th>
<th>Pinellas</th>
<th>C6 Overall</th>
</tr>
</thead>
<tbody>
<tr>
<td>FY17-18</td>
<td>44</td>
<td>63</td>
<td>107</td>
</tr>
<tr>
<td>FY16-17</td>
<td>43</td>
<td>57</td>
<td>100</td>
</tr>
<tr>
<td>FY15-16</td>
<td>42</td>
<td>68</td>
<td>110</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Exits from Foster Care Actuals for The Last 3 Months</th>
<th>Pasco</th>
<th>Pinellas</th>
<th>C6 Overall</th>
</tr>
</thead>
<tbody>
<tr>
<td>January 2019</td>
<td>25</td>
<td>31</td>
<td>56</td>
</tr>
<tr>
<td>December 2018</td>
<td>84</td>
<td>61</td>
<td>145</td>
</tr>
<tr>
<td>November 2018</td>
<td>31</td>
<td>87</td>
<td>118</td>
</tr>
</tbody>
</table>

1) **Placement Stability** is measured by children’s placement moves per one thousand (1000) days in foster care. The federal standard is 4.12% (lower is better) and, in our community, we are currently performing above the federal target at **5.38% for the month of January 2018**. The statewide average is 4.45%. In an effort to continue to improve this performance, we are requesting that community stakeholders join efforts with Eckerd Community Alternatives in helping to recruit more foster families that have the ability to care for large sibling groups; teenagers; assist in the recruitment of minority foster families; and to assist in our efforts to identify mentors for children placed in foster care. In addition, Eckerd Connects Community Alternative is working with our Residential Group Care Providers (who have the highest placement disruption rate) to provide more wraparound supports to better address the needs of our children with the most challenging behaviors.

2) **Permanency**

a. **Timeliness of Reunification**: According to the Child and Family Service Review (CFSR), the Federal Children’s Bureau measures timeliness of reunification by the percentage of children who enter out of home care and are reunified within 12 months. The national standard is **40.5%** (higher is better). In Judicial Circuit 6, for **January 2019** our performance was **30.3%** compared to the State average of **37.9%**.
b. Adoption Finalization: Eckerd Connects Community Alternative adoption goal this year is to ensure 389 children are linked to their forever families. As of February 22, 2019, Eckerd Connects Community Alternatives and its sub contracted providers (Directions for Living, Lutheran Services of Florida and Youth and Family Alternatives) has finalized 273 adoptions, which is the most in the state of Florida at this time.

3) Retention/Turnover:

<table>
<thead>
<tr>
<th>CMO Agency</th>
<th>Budgeted CM Positions*</th>
<th>Filled with Case Carrying Staff</th>
<th>% Budgeted Case Carrying</th>
<th>Case Workers In Training</th>
<th>Case Workers Awaiting Training</th>
<th>Case Workers on FMLA</th>
<th>Total Filled</th>
<th>% Total Filled</th>
</tr>
</thead>
<tbody>
<tr>
<td>DFL</td>
<td>46</td>
<td>35</td>
<td>76%</td>
<td>5</td>
<td>5</td>
<td>1</td>
<td>46</td>
<td>100%</td>
</tr>
<tr>
<td>LSF</td>
<td>50</td>
<td>37</td>
<td>74%</td>
<td>9</td>
<td>6</td>
<td>1</td>
<td>53</td>
<td>106%</td>
</tr>
<tr>
<td>YFA</td>
<td>57.5</td>
<td>44</td>
<td>77%</td>
<td>4</td>
<td>2</td>
<td>2</td>
<td>52</td>
<td>90%</td>
</tr>
<tr>
<td>Total</td>
<td>153.5</td>
<td>116</td>
<td>76%</td>
<td>18</td>
<td>13</td>
<td>4</td>
<td>151</td>
<td>98%</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>CMO Agency</th>
<th>CM Resignations Pending</th>
<th>Supervisor Resignations Pending</th>
<th>Supervisor Vacancies</th>
</tr>
</thead>
<tbody>
<tr>
<td>DFL</td>
<td>3</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>LSF</td>
<td>3</td>
<td>0</td>
<td>2</td>
</tr>
<tr>
<td>YFA</td>
<td>2</td>
<td>1</td>
<td>1</td>
</tr>
<tr>
<td>Total</td>
<td>8</td>
<td>1</td>
<td>2</td>
</tr>
</tbody>
</table>

Source: Self-Reported by PD CMO-Workers with protected caseloads are included

*Budgeted CM Positions reported by each CMO

<table>
<thead>
<tr>
<th>Children In-Home and Out of Home</th>
<th>Average Case carrying</th>
</tr>
</thead>
<tbody>
<tr>
<td>2772</td>
<td>22.2</td>
</tr>
</tbody>
</table>
## Case Load and Turnover

### as of: 1/31/2019

<table>
<thead>
<tr>
<th>CMO</th>
<th>Average # of Children per Worker</th>
<th>Case Load</th>
<th>Case Manager Turnover Rate Last 12 months</th>
<th>Case Supervisor Turnover Rate Last 12 months</th>
</tr>
</thead>
<tbody>
<tr>
<td>DFL</td>
<td>23.6</td>
<td>13.9</td>
<td>91%</td>
<td>75%</td>
</tr>
<tr>
<td>LSF</td>
<td>25.2</td>
<td>15.4</td>
<td>100%</td>
<td>63%</td>
</tr>
<tr>
<td>YFA</td>
<td>20.5</td>
<td>12.5</td>
<td>63%</td>
<td>50%</td>
</tr>
<tr>
<td>Total</td>
<td>22.8</td>
<td>13.8</td>
<td>83%</td>
<td>63%</td>
</tr>
</tbody>
</table>
Board of Directors Meeting

March 14, 2019

Program and Financial Monitoring Information

Item VI.D.

<table>
<thead>
<tr>
<th>Agency/Program</th>
<th>Type of Plan</th>
<th>Subject of Plan</th>
<th>Beginning Date</th>
<th>Estimated Completion Date</th>
<th>Status</th>
</tr>
</thead>
<tbody>
<tr>
<td>None</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

PROGRAM MONITORING REPORTS SUMMARIES

Program monitoring is a means to evaluate performance, monitor program delivery, and recommend improvements, as necessary. Program deficiencies may result in a written plan of action being issued which is developed in collaboration with agency staff with specific steps and timelines to address identified items. Program monitoring activities are progressive, uniquely-tailored, and responsive to the program’s service challenges, strengths, and opportunities. These activities are conducted on an ongoing basis.

The following Program Monitoring Reports are attached:

- Artz 4 Life-Community Out-of-School Time (COST)
- Boys and Girls Club Suncoast-Community Out-of-School Time (COST)
- Community Action Stops Abuse (CASA)-Domestic Violence
- Community Action Stops Abuse (CASA)-Peacemakers
- Florida Department of Health (FDOH)-Pinellas School Based Sealant
- Gulfcoast Legal Services
- Lealman Neighborhood Family Center (NFC)
- Preserve Vision-Seeing Our Bright Future
- R’ Club-Exceptional
- R’Club-Special Services
- Religious Community Services (RCS)-Grace House
- Religious Community Services (RCS)-The Haven
- Sanderlin- Neighborhood Family Center (NFC)
- Sanderlin-Youth Development Foundation

Previous Program Monitoring detailed reports are accessible via Dropbox. Board members are invited to participate in program monitoring. For information, please contact Karen Woods at 727-453-5682 or kwoods@jwbpinellas.org.
FINANCIAL MONITORING REPORTS

- None at this time.

Staff Resource: Karen Woods
   Lori Lewis
   Alisha Wilbeck
EXECUTIVE SUMMARY OF PROGRAM MONITORING REPORT

Agency: ARTZ 4 Life Academy Inc.
Program: Community Out of School Time
Program Monitoring Reporting Period: October 1st, 2017 through September 30th, 2018

BRIEF PROGRAM DESCRIPTION:
ARTZ 4 Life aims to reinforce resilience to life’s challenges by enhancing education, promoting diversity, and developing life skills through culture and performing arts. The program serves youth in grades Kindergarten -8th in the Clearwater area and adjacent communities. ARTZ 4 Life offers afterschool programming, tutoring, gender-specific programs, arts exploration summer camps, STEM activities, robotics, community outreach, education opportunities, community productions, and performing arts ensembles.

STRATEGIC FOCUS AREA: School Success

FISCAL SNAPSHOT:

<table>
<thead>
<tr>
<th></th>
<th>FY16</th>
<th>FY17</th>
<th>FY18</th>
<th>Comments</th>
</tr>
</thead>
<tbody>
<tr>
<td>Total Program Budget</td>
<td>$330,700</td>
<td>$367,158</td>
<td>$400,799</td>
<td></td>
</tr>
<tr>
<td>JWB Allocation</td>
<td>$280,000</td>
<td>$287,708</td>
<td>$338,592</td>
<td></td>
</tr>
<tr>
<td>Percent of Total</td>
<td>85%</td>
<td>78%</td>
<td>85%</td>
<td></td>
</tr>
<tr>
<td>Program Budget</td>
<td>represented by JWB Allocation</td>
<td></td>
<td></td>
<td>The majority of lapse was in salaries from expansion funding. Two expansion positions were not hired until September 2018, one expansion position not hired in FY18 and turnover/vacancies in three other positions.</td>
</tr>
<tr>
<td>Lapse</td>
<td>$0.32</td>
<td>$1.74</td>
<td>$38,310</td>
<td></td>
</tr>
<tr>
<td>Cost per Participant*</td>
<td>$2,564</td>
<td>$2,740</td>
<td>$2,214</td>
<td></td>
</tr>
</tbody>
</table>

*Cost per participant information is calculated as follows: Total program budget/Total actual participants.

A full Program Monitoring Report is on file at JWB and can be requested at Kwoods@jwbpinellas.org.
TARGETED SERVICE LEVELS:

<table>
<thead>
<tr>
<th>Targeted Service Level Type</th>
<th>FY16</th>
<th>FY17</th>
<th>FY18</th>
</tr>
</thead>
<tbody>
<tr>
<td>Number of youth receiving youth development services</td>
<td>105</td>
<td>129</td>
<td>123%</td>
</tr>
</tbody>
</table>

PARTICIPANT DEMOGRAPHICS:
In FY18, ARTZ 4 Life provided services to 181 youth. Of those, 87% were African American, 52% were female, and 57% were between the ages of five and nine. The majority of households had an income of less than $30,000 (60%), and had a household arrangement of a Single Parent, Female Head of Household (64%). While ARTZ 4 Life serves participants from any part of the county, 78% of participants live in Clearwater, and 68% reside in the second high risk zone. Another four percent of participants come from high risk zones one and four.

PROGRAM OUTCOMES:

<table>
<thead>
<tr>
<th>Performance Measure Description</th>
<th>FY16</th>
<th>FY17</th>
<th>FY18</th>
</tr>
</thead>
<tbody>
<tr>
<td>Target</td>
<td>Actual</td>
<td>Target</td>
<td>Actual</td>
</tr>
<tr>
<td>Participants who continue in the program for more than one year</td>
<td>Baseline</td>
<td>65%</td>
<td>90%</td>
</tr>
<tr>
<td>Percent of youth who attend 70% or more of the program days</td>
<td>70%</td>
<td>86%</td>
<td>70%</td>
</tr>
<tr>
<td>Number of children receiving OST Survey</td>
<td>Baseline</td>
<td>95</td>
<td>80</td>
</tr>
</tbody>
</table>

PROGRAM MONITORING ACTIVITIES:
The overall focus leading into the FY18 contract period for both JWB and ARTZ 4 Life was to increase the level of quality at the community out of school time (COST) program. This included analyzing various components of the program both contractually and programmatically to identify potential areas for enhancement. ARTZ 4 Life participated in multiple planning sessions, as well as a Consensus Building Workshop, which focused on developing a common vision for the COST collective in the next three to five years.

The organization received ongoing technical assistance and programmatic guidance throughout the contract year to ensure adherence to the COST program model and JWB contracted provider policies and procedures. The program also received two inspections and one follow-up from PCLB during the JWB fiscal year which covered an array of items regarding:

- Supervision of staff (adult to child ratios, emergency building procedures),

A full Program Monitoring Report is on file at JWB and can be requested at Kwoods@jwbpinellas.org.
- Personnel (review of Level II background screenings, personnel records, education and trainings),
- Records review (children’s records, daily attendance, accidents and incidents),
- Physical environment (fire inspections and drills, outdoor hazards, program equipment),
- Safety, health, and sanitation (health department inspections, pest control, First Aid/CPR certificates),
- Transportation, and
- Food/nutrition.

At the November 15, 2017 PCLB site visit the organization was deemed non-compliant for three reasons: personnel files were missing updated Child Abuse Acknowledgement forms; a personnel file was missing proof of fire extinguisher training; and participant files were missing parent acknowledgement that they received information on the transmission of influenza. On an annual basis licensed child care centers must have their staff acknowledge the mandatory reporting requirements of abuse and neglect for individuals working with children. This is done through staff signature on the Child Abuse Acknowledgement form. ARTZ 4 Life were missing updated forms. All staff are required to have training in the use of a fire extinguisher. One staff member did not complete this training causing them to be non-compliant. Lastly, all parents/guardians are supposed to receive a flyer in regards to the causes, symptoms, and transmission of influenza on an annual basis. Signature within participant files are required to acknowledge the receipt of this flyer. Without evidence of signature, ARTZ 4 Life was deemed non-compliant. A follow-up inspection was conducted on November 30, 2017 and ARTZ 4 Life was found compliant with all previous violations.

**DATA QUALITY and File Review Dates:** April 13, 2018; Overall Score: 80%

A file review was conducted with ARTZ 4 Life including the Administrative Manager, the Credentialed Director, and the Executive Director, along with JWB staff. A total of seven files – both open and closed participants – were randomly selected and reviewed for accuracy of information and consistency between the file and GEMS. All files were available, well organized, and contained all necessary information and consents.

At the time of the file review, ARTZ 4 Life did not have a procedure in place for updating GEMS once a new enrollment packet was received. To help address this continued issue, JWB staff made three recommendations: demographic information for all enrolled participants be verified at the start of summer and school year to ensure accuracy; entire enrollment packets only be filled out once a year, with a more simplistic re-enrollment form being used at the alternate time; and a Data Quality and Management Plan be established.

A strength noted during the ARTZ 4 Life file review was their updated enrollment packet that included a Statement of Commitment form. This form details the expectations ARTZ 4 Life has of all participants while enrolled, and requires the signature of the participants and their parent/guardian. It includes, but is not limited to, attendance levels, behavioral expectations, and active participation while in attendance.

A full Program Monitoring Report is on file at JWB and can be requested at Kwoods@jwbpinellas.org.
ANALYSIS OF PERFORMANCE:

ARTZ 4 Life was successful this year in focusing on and improving the quality of their programming. This is indicated not only by a significant increase in the percentage of participants attending the program regularly – 91% of participants attending 70% of program days or more, an increase of 15% of participants from last year – but the majority of participants (62%) attending anywhere from 100-140 days during the school year. It is possible that this increase is due to participants adhering to the expectations laid out for them in the Statement of Commitment form introduced in the enrollment packets. It could also be due to the extensive work ARTZ 4 Life did throughout the fiscal year to improve the quality of programming.

While ARTZ 4 Life saw a significant increase in the percentage of regularly attending participants, they saw yet another decline in the percent of students who return to the program year after year. JWB discussed struggles with this performance measure with ARTZ 4 Life. It is possible that this is due to issues with data entry. JWB provided technical assistance, and reminded the program that all participants should be entered into GEMS. JWB staff hopes that upon correction of data entry, improvements in performance will be noted. In addition, the 90% target for this measure seemed challenging and was adjusted for the 2019 fiscal year. This will be a continued focus for technical assistance.

During FY18, JWB completed a major update to the Out of School Time survey. This was done to better reflect the original intent of the survey, gain a better understanding of the participant’s experience in the program, and edit for the readability and usability of the survey. ARTZ 4 Life was able to survey 45 out of a possible 47 eligible participants, a 96% response rate. The responses to the survey indicated that respondents strongly agreed they enjoyed being at ARTZ 4 Life, staff cared about them, and that ARTZ 4 Life taught them how to respect other people. In addition, 73% of participants stated ARTZ 4 Life helped them learn how to set goals for the future. While, the overwhelming response to the survey was positive, three areas of growth were also identified. These centered on the program’s ability to help participants learn how to read, learn healthy eating habits, and techniques for positive conflict resolution.

Desmon Newton
Senior Program Consultant
Date: 3/19

JoAnn DiLernia
Senior Program Evaluator
Date: 3/19

Karen Woods
Program Administration Manager
Date: 3/19

Karen Boggess
Program Evaluation Manager
Date: 3/19

Marcie Biddleman
Chief Executive Officer
Date: 3/19

A full Program Monitoring Report is on file at JWB and can be requested at kwoods@jwpinellas.org.
EXECUTIVE SUMMARY OF PROGRAM MONITORING REPORT

Agency: Boys & Girls Clubs of the Suncoast
Program: Community Out of School Time
Program Monitoring Reporting Period: October 1st, 2017 through September 30th, 2018

BRIEF PROGRAM DESCRIPTION:
Boys and Girls Club of the Suncoast (BGCS) BGCS delivers out of school time Club experiences to young people, especially those in most need, with a goal to ensure they are on track to graduate from high school with a plan for the future, demonstrate good character and citizenship and live a healthy lifestyle. Through six Clubs in Pinellas County, trained and professional staff serve youth between the ages of five and 18 and enable them to become caring, productive and responsible citizens.

FISCAL SNAPSHOT:

<table>
<thead>
<tr>
<th></th>
<th>FY16</th>
<th>FY17</th>
<th>FY18</th>
</tr>
</thead>
<tbody>
<tr>
<td>Total Program Budget</td>
<td>$1,979,757</td>
<td>$2,212,857</td>
<td>$2,501,182</td>
</tr>
<tr>
<td>JWB Allocation</td>
<td>$1,120,468</td>
<td>$850,597</td>
<td>$1,004,476</td>
</tr>
<tr>
<td>Percent of Total</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Program Budget</td>
<td>57%</td>
<td>38%</td>
<td>40%</td>
</tr>
<tr>
<td>represented by JWB</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Allocation</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Lapse</td>
<td>$39,505</td>
<td>$0</td>
<td>$0</td>
</tr>
<tr>
<td>Cost per Participant*</td>
<td>$4,469</td>
<td>$3,910</td>
<td>$4,435</td>
</tr>
</tbody>
</table>

*Cost per participant information is calculated as follows: Total program budget/Total actual participants.

PARTICIPANT DEMOGRAPHICS:
In FY18, BGCS provided services to 564 youth. Of those, 54% were African American, 52% were male, and 61% were between the ages of five and nine. The remaining 39% of program participants were between the ages of 10 and 18. The majority of households had an income of less than $30,000 (66%), and had a household arrangement of a Single Parent, Female Head of Household (63%). BGCS supports five sites located throughout Pinellas County, with the largest site located in Pinellas Park. This translates to their participants being concentrated in five areas: Clearwater (20%), Pinellas Park (20%), St. Petersburg (41%), and Tarpon Springs (13%). BGCS serves participants in all five high risk zones.

A full Program Monitoring Report is on file at JWB and can be requested at Kwoods@jwbpinellas.org.
PROGRAM OUTCOMES:

<table>
<thead>
<tr>
<th>Performance Measure Description</th>
<th>FY16</th>
<th>FY17</th>
<th>FY18</th>
</tr>
</thead>
<tbody>
<tr>
<td>Target Actual</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Percent of participants who continue in the afterschool program for more than one year</td>
<td>Baseline</td>
<td>51%</td>
<td>65%</td>
</tr>
<tr>
<td>Percent of youth who attend 70% or more of the program days.</td>
<td>70%</td>
<td>75%</td>
<td>70%</td>
</tr>
<tr>
<td>Number of OST survey during administration window</td>
<td>Baseline</td>
<td>309</td>
<td>209</td>
</tr>
</tbody>
</table>

PROGRAM MONITORING ACTIVITIES:

BGCS took the lead in various efforts and initiatives to improve program quality at their COST sites through collaboration and community planning. The organization was an active participant in the Consensus Building Workshop and the COST Leadership meetings both as a collaborative partner and facilitator. The purpose of those meetings were to identify community needs collectively and strategize methods to improve COST programs by leveraging each organization’s unique programmatic strengths. The initial result was a collective proposal directed at improvement of quality programming.

To better understand the proposal, JWB staff conducted multiple capacity building meetings with the organization to better understand the COST program’s strengths, challenges and potential quality enhancement opportunities. These meetings informed a multipronged approach to improve quality. JWB funded enhancements to the program that included but was not limited to academic supports, program activities, increased staffing, and transportation.

The effort to improve program quality required changes both contractually and programmatically. Changes to the contract included adjustment to the BGCS special conditions regarding licensing by the Pinellas County Licensing Board (PCLB), adjustments to documentation received from the Florida Afterschool Network (FAN) Quality Self-Assessment, and additional document submittals including a program methodology, copies of subcontracts, and a drug-free workplace policy. BGCS has five JWB funded COST locations (Northside, Pinellas Park, Royal Theater, Wood Valley, and Tarpon Springs) that are licensed by PCLB. For FY18 BGCS received a total of thirteen inspections – two or more inspections per site. Out of the 13 inspections, BGCS received non-compliant notifications during six. These non-compliant notifications were for three Club locations – Northside, Royal Theater, and Tarpon Springs – and were for reason such as personnel files missing updated Child Abuse Acknowledgement forms; missing documentation about background screenings; incomplete child care information; failure to provide incident reports to the parent/guardian; missing staff training documentation; participant files missing parent acknowledgement that they received information on the transmission of influenza; and lack of process for non-employees that may share space at a center. In all cases where a site was assessed as non-compliant a follow-up inspection was scheduled. During the follow-up BGCS had to submit a plan or documentation showing how the non-compliant areas would be remediated bringing them into complaint status.

In addition to improving their program quality, BGCS went above and beyond to support youth in Pinellas County in a variety of ways. First, BGCS collaborated with Pinellas County Schools on a youth

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food initiative with the purpose of ensuring no child left the program hungry. BGCS reported the program was a success providing 29,000 meals and snacks to youth in Pinellas County. The second initiative involved career development titled, Junior Staff: Cultivating Tomorrow’s Professionals Today. The program targeted youth ages 13-18 and involved mentor pairing, job shadowing, career training, and training in financial literacy. Youth had the opportunity to tour local businesses and colleges and participate in service learning projects. BGCS reported 24 youth completed the program with better understanding of how positive decision making could help them ensure a great future. Lastly, BGCS worked to advance reading opportunities for all youth in Pinellas County by actively participating in the Grade Level Reading Campaign (GLR) Early Readers Future Leaders. BGCS executive leaders were local representatives at a three-day training sponsored by the Lectio Institute. BGCS continued to champion the Lectio model and have joined the GLR steering committee.

DATA QUALITY:
Data quality was a critical focus for BGCS in FY18, and they made significant progress during the year. This was due to extensive work by the agency as well as through the technical assistance provided by JWB. Internally, BGCS collects and manages all of their data in a system called MTS. For many years, BGCS was entering the same information multiple times in two systems – MTS and GEMS. To increase efficiency in the data collection and reporting process, BGCS wanted to switch from entering data into GEMS to providing JWB with a monthly upload. BGCS first approached this topic in FY17. JWB agreed to working towards uploads, and provided BGCS with the specific technical requirements needed in order to make this move. BGCS contracted with a programmer to design a report that would be compatible with the JWB system. A number of data uploads were provided to JWB, however, there were consistent issues with formatting and were found to not be compatible.

Between issues with the upload formatting and the poor file review in FY17, JWB and BGCS agreed that data would not be accepted through an upload until JWB had confidence that the data submitted would be clean, accurate, and properly formatted. Extensive technical assistance was provided to BGCS in the areas of data collection, entry, and file maintenance.
Throughout the fiscal year a total of three separate file reviews were scheduled to aide BGCS in their improvement of data quality. The final review was scheduled for June 2018 and would serve as a final determination if BGCS could move from entering data in GEMS to monthly data uploads. A total of 20 files – both open and closed participants – were randomly selected for review. Upon arrival an error was noted that the sample pulled included closed participants from the previous fiscal year. The goal of the review was to only examine participants from FY18, and therefore only open participants were able to be reviewed. As with the previous reviews, only minor errors were noted. This included one participant not having a Written Statement of Purpose form signed and dated. BGCS was reminded that without this form, JWB should not have access to the participant’s social security number. BGCS agreed to fix the error and make sure all files had the required signatures and dates. The success of this review provided JWB with the confidence that BGCS had improved their data quality substantially. With the improvements in data quality as well as having correctly received three data uploads, JWB agreed, that starting in the new fiscal year, BGCS would no longer have to enter data into GEMS and a monthly data upload would be accepted. Considering where BGCS started, this was a great accomplishment for the organization.

ANALYSIS OF PERFORMANCE:
FY18 was spent strengthening the BGCS COST program specifically around their organizational strength and quality programming. As we can see from their performance BGCS has continuously increased the percentage of participants who have been enrolled in the program for more than one year –

A full Program Monitoring Report is on file at JWB and can be requested at Kwoods@jwbpinellas.org.
68% of participants have attended the program for more than one year an increase of 33% since FY16. This could be due to a variety of reasons including better data, programmatic quality, and staff retention. Not only did BGCS see performance increases in the percent of participants attending the program year after year, but they also saw an increase in the percentage of regularly attending participants. Seventy-four percent of participants attended 70% of program days or more, a slight increase from the previous fiscal year.

During FY18, JWB completed a major update to the Out of School Time survey. This was done to better reflect the original intent of the survey, gain a better understanding of the participant’s experience in the program, and edit for the readability and usability of the survey. BGCS was able to survey 206 out of a possible 239 eligible participants, an 86% response rate. The responses to the survey indicated that respondents strongly agreed BGCS staff cared about them, they had the opportunity for new experiences, and they were taught how to make good choices about their health and avoid unsafe behavior. While, the response to the survey was positive, three areas of growth were also identified. These centered on the program’s ability to help participants learn how to speak in front of others, techniques for positive conflict resolution, and the program helping participants with their reading comprehension skills.
EXECUTIVE SUMMARY OF PROGRAM MONITORING REPORT

Agency: CASA, Inc.  
Program: Domestic Violence  
Program Monitoring Reporting Period: 10/1/2017 through 9/30/2018

BRIEF PROGRAM DESCRIPTION:
CASA offers a continuum of residential and non-residential services in Pinellas County for domestic violence survivors and their children. CASA’s Outreach program provides education, individual advocacy and counseling, support groups, safety planning, justice advocacy, substance abuse advocacy, and referrals. The Residential program includes a 100+ bed emergency shelter providing refuge and crisis stabilization to survivors of domestic violence and their children.

AGENCY/PROGRAM ACCOMPLISHMENTS:
CASA experienced significant growth in FY18 under the leadership of Lariana Forsythe. A new library space was created and decorated by local donors and the installation of the shade structure funded by JWB Capital Award was fully completed as observed by JWB staff. The Shelter also opened an on-site animal kennel in March of 2018 which allows participants seeking safety to bring their companion animals with them to shelter. CASA and the new kennel were featured by The Washington Post in June of 2018 for these efforts. CASA also embarked on a rebranding process to diversify revenue streams that reflect their expanded responsibilities in the community. CASA’s leadership developed a series of Community Conversations surrounding domestic violence which begun in October 2018. Lastly, in July, CASA’s CEO was named Business Person of the Year by Tampa Bay Business Journal.

TECHNICAL ASSISTANCE:
In FY18 CASA submitted their FY18 program methodology which focused primarily on services offered through Emergency Shelter. With expanded JWB funding, JWB’s investments including Outreach services broadened significantly. As a result of the increased funding, CASA management transitions, and evolving program services the assigned JWB Senior Program Consultant, Senior Program Evaluator, and Senior Program Financial Analyst worked closely with staff of CASA throughout FY18 to increase clarity surrounding the full scope of CASA services and related financial elements. This work was multifaceted and included a series of meetings and discussions culminating with significant revisions to the program methodology and budget structure with an agreement that collaborative efforts would continue in FY19 as CASA.
FISCAL SNAPSHOT:

<table>
<thead>
<tr>
<th></th>
<th>FY16</th>
<th>FY17</th>
<th>FY18</th>
<th>Comments</th>
</tr>
</thead>
<tbody>
<tr>
<td>Total Program Budget</td>
<td>$2,219,699</td>
<td>$2,442,850</td>
<td>$2,728,579</td>
<td>FY16: Total program budget increased after seeing the actual cost to run the new facility.</td>
</tr>
<tr>
<td>JWB Allocation</td>
<td>$266,189</td>
<td>$304,487</td>
<td>$520,991</td>
<td>Excluded in totals are capital awards of $27,087 for FY16 and $33,310 for FY17</td>
</tr>
<tr>
<td>Percent of Total Program Budget represented by JWB Allocation</td>
<td>12%</td>
<td>12%</td>
<td>19%</td>
<td></td>
</tr>
<tr>
<td>Lapse</td>
<td>$468</td>
<td>$3,830</td>
<td>$36,897</td>
<td></td>
</tr>
<tr>
<td>Cost per Participant*</td>
<td>$2002</td>
<td>$1,278</td>
<td>$5,626</td>
<td></td>
</tr>
</tbody>
</table>

*Cost per participant information is calculated as follows: Total program budget/Total actual participants. Prior to FY18, the cost per participant included a combination of participants served in shelter and/or outreach. FY18 cost per participant includes only participants in shelter.

PARTICIPANT DEMOGRAPHICS:
Of all participants served by CASA, about one fourth sought shelter while three fourths benefited from outreach services by way of receiving a community referral, accepting a bus pass, or attending a support group. Adult participants in shelter ranged in age from 18 to 70+ years with nearly 63% being 39 and younger. Minors accounted for approximately 41% of the entire shelter population with more than half being five years and younger.

PROGRAM OUTCOMES:

<table>
<thead>
<tr>
<th>Performance Measure Description</th>
<th>FY16</th>
<th>FY17</th>
<th>FY18</th>
</tr>
</thead>
<tbody>
<tr>
<td>Percent of Shelter adult and child participants in shelter for more than 72 hours shall have a family safety and security plan when they leave shelter.</td>
<td>98%</td>
<td>89%</td>
<td>98%</td>
</tr>
<tr>
<td></td>
<td>Target</td>
<td>Actual</td>
<td>Target</td>
</tr>
<tr>
<td>Percent of children in shelter for more than 72 hours shall have an assessment when they leave shelter.</td>
<td>N/A</td>
<td>N/A</td>
<td>85%</td>
</tr>
</tbody>
</table>

PROGRAM MONITORING ACTIVITIES:
Due to the added protections offered to participants involved with CASA services, activities appropriate for program observation are limited. With this said, JWB staff completed program observations which included several Youth Service activities, family events, and a house meeting. In FY18 JWB also completed an administrative monitoring in addition to staff and participant interviews. As a certified

Page 2 of 4
A full Program Monitoring Report is on file at JWB and can be requested at Kwoods@jwbpinellas.org.
domestic violence shelter, CASA receives annual monitoring through FCADV. The FY18 FCADV Quality Assurance Final Monitoring Report was released on 1/8/2018. The report included seven findings. On 2/6/2018 CASA received documentation from FCADV documenting compliance with the MCAP within the required timeframe.

**ANALYSIS OF PERFORMANCE:**

Domestic violence occurs when a former or current partner or family member is physically, sexually, and/or psychologically abusive. It involves patterns of threats and/or behaviors that harm, manipulate and control others.  

1 During 2017, there were 6,228 reported incidents of domestic violence including eight fatalities in Pinellas County.  

2 However, the number of reported incidents is presumably lower than the actual number due to underreporting which is known to occur for reasons such as fearing the abuser will find out and/or stigma associated with domestic violence. Shelter is available to victims of domestic violence when home is no longer safe. In FY18, the average length of shelter stay was 97 nights or about three months; an increase of approximately 30 days from the year prior, which was 68 days, as well as in FY16 which was 63 days. Conversations with program staff suggest that affordable and sustainable housing options in Pinellas County are limited and in turn contributing to the amount of time participants are needing shelter. In Shelter, participants have access to a Resource Center that offers connections to other community resources and staff who are available to assist with identifying employment, housing, and options for transportation. According to one participant, the safety planning, financial resources, and support groups that were received when in Shelter provided a system of care that helped her get back on her feet.  

3 As displayed in the table above, the program exceeded both measures of performance; attending to immediate needs while assisting participants with individualized safety planning.

The negative impact of domestic violence extends well beyond the children and families directly involved. It is a burden to entire community; costs associated with this egregious crime includes law enforcement, emergency shelter, court, unemployment, foster care, health care, and so forth. According to a recent study conducted by Researchers at the University of South Florida, the economic impact of domestic violence is costing Pinellas County $132 million a year.  

4 JWB continues to invest in strategies known for preventing domestic violence which include teaching nurturing parenting skills, providing conflict resolution educational opportunities for young children, and increasing access to trauma informed trainings for early childhood educators and home visitation staff.

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Page 3 of 4

A full Program Monitoring Report is on file at JWB and can be requested at Kwoods@jwbpinellas.org.
Karen Woods,  
Program Administration Manager

Judith Warren  
Chief Operating Officer

Dr. Marcie A. Biddleman  
Chief Executive Officer

Karen Boggess, MSW  
Program Evaluation Manager

Date: 2/25/19  
Date: 2/28/19

A full Program Monitoring Report is on file at JWB and can be requested at Kwoods@jwbpinellas.org.
EXECUTIVE SUMMARY OF PROGRAM MONITORING REPORT

Agency: CASA, Inc.  Program: Peacemakers
Program Monitoring Reporting Period: October 1, 2017 - September 30, 2018

BRIEF PROGRAM DESCRIPTION: Peacemakers provides a violence prevention curriculum to prek/kindergarten classrooms throughout Pinellas County and 4th/5th and middle school grades south of Ulmerton. The curriculum is one hour per week for five weeks and teaches positive, peaceful interactions, anger management, safe actions for children exposed to domestic violence, and respectful care for property of others and the environment.

AGENCY/PROGRAM ACCOMPLISHMENTS: This year, CASA changed their infrastructure in response to supporting their larger shelter facility. They opened an on-site kennel at shelter in March making them one of only about 3% of domestic violence shelters across the country to be equipped for pets. CASA rebranded their agency to bring awareness to the stigma and isolation often felt by survivors of domestic violence. The CEO was named Business Woman of the Year by Tampa Bay Business Journal in July 2018. Lastly, there were 1,836 prekindergarten/kindergarten children throughout Pinellas County who completed the Peacemaker Program.

TECHNICAL ASSISTANCE: Technical assistance was offered periodically in reference to budget amendments. JWB and program staff worked together in order to ensure expenditures were consistent with JWB’s Financial Guidelines. During the personnel file review, technical assistance to use the new Affidavit of Good Moral Character form was offered. JWB staff also asked that accounting staff ensure that GEMS positions were reflective of staff titles on their job descriptions. JWB Program Evaluator offered technical assistance throughout the year with using the data system for survey collection.

FISCAL SNAPSHOT:

<table>
<thead>
<tr>
<th></th>
<th>FY 16</th>
<th>FY 17</th>
<th>FY 18</th>
</tr>
</thead>
<tbody>
<tr>
<td>Total Program Budget</td>
<td>$343,142</td>
<td>$310,635</td>
<td>$373,677</td>
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<tr>
<td>JWB Allocation</td>
<td>$200,000</td>
<td>$210,246</td>
<td>$215,874</td>
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<tr>
<td>Percent of Total Program Budget represented by JWB Allocation</td>
<td>58%</td>
<td>68%</td>
<td>58%</td>
</tr>
<tr>
<td>Lapse</td>
<td>$3968</td>
<td>$9298</td>
<td>$7613</td>
</tr>
<tr>
<td>Cost per Participant*</td>
<td>$168</td>
<td>$166</td>
<td>$204</td>
</tr>
</tbody>
</table>

*Cost per participant information is calculated as follows: Total program budget/Total actual participants.

A full Program Monitoring Report is on file at JWB and can be requested at Kwoods@jwbpinellas.org.
PARTICIPANT DEMOGRAPHICS:

Individual demographics for the Peacemaker participants is not collected. In FY18, a little more than half (57%) of the classrooms served were kindergarten age and the remaining (43%) were preschool age. The Peacemaker program serves the entire county, but prioritizes the high risk zip codes when scheduling services. In FY18, thirty-seven percent (37%) of the classrooms served were in the identified high risk zip codes.

PROGRAM OUTCOMES:

<table>
<thead>
<tr>
<th>Performance Measure Description*</th>
<th>FY 16</th>
<th>FY 17</th>
<th>FY 18</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Target</td>
<td>Actual</td>
<td>Target</td>
</tr>
<tr>
<td>The Peacemaker Program Teacher Survey will be provided to each teacher receiving the Peacemaker Program in their classroom.</td>
<td>NA</td>
<td>NA</td>
<td>100%</td>
</tr>
<tr>
<td>The Peacemaker Program Parent Survey will be provided to the parent of each student receiving the Peacemaker Program in their classroom.</td>
<td>NA</td>
<td>NA</td>
<td>100%</td>
</tr>
</tbody>
</table>

*Performance is typically measured on full fiscal years and on the total population served.

PROGRAM MONITORING ACTIVITIES:

The Program Coordinator and contracted RCS staff remained constant again this year. However, staffing for CASA Peacemakers line staff was unstable. The Program Coordinator ensured that service levels were met by filling in for vacancies.

An observation at Perkins Elementary School showed that Peacemaker staff delivered the curriculum with fidelity to the current preschool methodology. The presentation was interactive and fun for the children. They enjoyed the puppet and hands-on activities that were offered.

This year, Peacemaker staff elevated their level of service delivery by having their letters to parents and newsletters translated into Spanish. JWB Community Planning Manager was able to translate six documents for the program.

Through joint meetings between CASA and JWB it was concluded that CASA Peacemakers total program needed to include their elementary and middle school components. Historically, the program was monitored for only the preschool component because this was the scope of JWB’s funding. JWB staff began working towards understanding the three components of the program to include items such as total program participants, total program budget and staff’s time allocation to different programs at Shelter versus Peacemakers. At the conclusion of joint and internal meetings, it was determined to increase JWB’s allocation to the program. The increase would take effect in FY19 to support two full time employees. JWB funding would replace lost grant funding for the middle/high school position and allow for hiring one staff to be dedicated to the elementary schools.

Page 2 of 4
A full Program Monitoring Report is on file at JWB and can be requested at Kwoods@jwbinellas.org.
A personnel file review was completed on four Peacemaker staff. Files were well organized and had 100% of the required documentation, in particular a current Level 2 background screening and signed Affidavit of Good Moral Character. Documentation of staff training was reflective of the methodology and all staff were trained on the fundamental trainings from the Florida Coalition Against Domestic Violence.

**ANALYSIS OF PERFORMANCE:**

In FY18, the Peacemaker program was able to exceed their targeted service levels for both classrooms served and outreach events with 107 classrooms (126% of goal) served and six outreach events (120% of goal) held. Although the program exceeded their targeted service levels for the fiscal year, there was a small decline in classrooms served (-7%) compared to the previous year. This is most likely a reflection of the staffing changes mentioned earlier in the report.

Due to the population being served being preschool to kindergarten the program has had challenges collecting outcome results directly from participants. In order to collect information on program performance, the program administers a feedback survey to both teachers and parents of the children served. The Parent Feedback survey collects information from the parent regarding whether or not the child and parent have discussed the lessons and skills taught in the curriculum, if the parent has seen a positive change in the child’s behavior since receiving the program, and whether or not the parent would like other topics addressed in the program. In FY18, the Peacemaker program received 200 completed surveys from parents; this was a slight decrease compared to the previous year. However, this decrease proportionality corresponds with the small decline in classrooms served. The results of the Parent Feedback surveys indicated that over 93% of children have shared the peacemaking skills covered in the Peacemaker curriculum with their parent and over 87% of children shared the safety skills covered in the Peacemaker curriculum. In addition, 81% of parents reported that they have noticed a positive change in their child’s behavior since receiving the program.

The Teacher Feedback Survey asks teachers to rate how satisfied they were with the program, how well they feel the program addresses the skills taught, how often the teachers reinforce the curriculum in their classroom, and whether or not the teachers have seen a positive change in the behavior of their students since receiving the program. In FY18, the Peacemaker program received 58 completed surveys from teachers; this is a decline in survey reports compared to the previous year. However, the decline is most likely related to the decline in classrooms served. The survey results indicated that 100% of teachers felt that the program addressed peacemaking skills and safety skills well. All of the teachers surveyed reported they reinforce the skills taught by the Peacemakers in their classroom often. In addition, 96% of all teachers said they saw a positive change in their student’s behavior.

Although the Teacher and Parent Survey provided valuable feedback to the program staff about programming, JWB staff has encouraged program staff to explore setting a measure related more to outcome results versus program processes. JWB staff will work collaboratively with program staff to accomplish this in the next fiscal year.

Page 3 of 4

A full Program Monitoring Report is on file at JWB and can be requested at Kwoods@jwbpinellas.org.
Cheryl Miller 2/28/19
Senior Program Consultant

Megan Seales 2/28/19
Senior Program Evaluator

Karen Woods 2/28/19
Program Administration Manager

Karen Boggess 2/28/19
Program Evaluation Manager

Judith Warren 3/1/19
Chief Operating Officer

Dr. Marcie A. Biddleman 3/1/19
Chief Executive Officer

A full Program Monitoring Report is on file at JWB and can be requested at Kwoods@jwpinellas.org.
EXECUTIVE SUMMARY OF PROGRAM MONITORING REPORT

Agency: Florida Department of Health in Pinellas
Program: Pinellas School Based Sealant
Program Monitoring Reporting Period: 10/1/2017 through 9/30/2018

BRIEF PROGRAM DESCRIPTION: The Pinellas School Based Sealant (PSBS) program serves children attending designated elementary, middle, and high schools in Pinellas County. Children with parental consent receive a dental assessment, sealants, fluoride, oral health education and, if applicable, a referral for further treatment. Services are provided by a team of dental hygienist via portable dental equipment.

AGENCY/PROGRAM ACCOMPLISHMENTS: PSBS staff observed a barrier at the point of engaging some schools to participate in the collaborative. In order to increase flexibility and expand the options available to school’s administrative teams, program leadership worked to develop an alternative methods for this education. In FY18 the program began offering schools a pre-recorded video on the PSBS, if an assembly is not feasible. The schools can now have the option of showing youth the video which was developed in collaboration with DOH-Pinellas, JWB, and the Clearwater Marine Aquarium. This is viewed as an innovative strategy to increase engagement and participation of schools throughout Pinellas County.

TECHNICAL ASSISTANCE: During the year, JWB staff worked collaboratively with program leadership to designate a portion of FY18 funding for participant incentives. The idea designed by program leadership was to incentivize middle school participation through the provision of electric toothbrushes for classrooms yielding the highest parental consent return rates. This was made possible through the use of FY18 lapse funding.

FISCAL SNAPSHOT:

<table>
<thead>
<tr>
<th></th>
<th>FY16</th>
<th>FY17</th>
<th>FY18</th>
</tr>
</thead>
<tbody>
<tr>
<td>Total Program Budget</td>
<td>$442,010</td>
<td>$707,873</td>
<td>$678,700</td>
</tr>
<tr>
<td>JWB Allocation</td>
<td>$150,000</td>
<td>$150,000</td>
<td>$154,500</td>
</tr>
<tr>
<td>Percent of Total Program</td>
<td>34%</td>
<td>21%</td>
<td>23%</td>
</tr>
<tr>
<td>Budget represented by</td>
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<td></td>
</tr>
<tr>
<td>JWB Allocation</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Lapse</td>
<td>$12,948</td>
<td>$2,428</td>
<td>$7,242</td>
</tr>
<tr>
<td>Cost per Participant*</td>
<td>$89.51</td>
<td>$85.79</td>
<td>$90</td>
</tr>
<tr>
<td>(442,010/4,938)</td>
<td>(707,873/8,251)</td>
<td>(678,700/7,554)</td>
<td></td>
</tr>
</tbody>
</table>

*Cost per participant information is calculated as follows: Total program budget/Total actual participants.

Page 1 of 3
A full Program Monitoring Report is on file at JWB and can be requested at Kwoods@jwbpinnelas.org.
PARTICIPANT DEMOGRAPHICS:
All PSBS participants attend a Title 1 elementary or middle school. This designation signifies that at least 40 percent of the students at each school come from a low income family. The majority of participants served (7,554) were elementary age (97%), high school age (2%), and middle school age (1%).

TARGETED SERVICE LEVELS:

<table>
<thead>
<tr>
<th>Targeted Service Level Type</th>
<th>FY16</th>
<th>FY17</th>
<th>FY18</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Target</td>
<td>Actual</td>
<td>Percent</td>
</tr>
<tr>
<td>Youth</td>
<td>4,440</td>
<td>4,938</td>
<td>111%</td>
</tr>
<tr>
<td>Children receiving sealant*</td>
<td>N/A</td>
<td>3,493</td>
<td>N/A</td>
</tr>
<tr>
<td>Children receiving fluoride treatments*</td>
<td>N/A</td>
<td>4,931</td>
<td>N/A</td>
</tr>
<tr>
<td>Total number of teeth sealed*</td>
<td>N/A</td>
<td>15,321</td>
<td>N/A</td>
</tr>
</tbody>
</table>

*Targets were not established for these services, however, data is reported for informational purposes.

PROGRAM MONITORING ACTIVITIES:
The Pinellas School Based Sealant program continues to provide services on site in Pinellas County schools. The program was observed by the JWB Senior Program Consultant and Senior Program Evaluator during the reporting period in several school locations while doing so with fidelity and consistency. Program staff were observed to provide reinforcement to youth during services and provide individual coaching on dental hygiene.

A participant file review was conducted by JWB staff in October 2017 for PSBS. The PSBS reports all service deliver information to JWB in an aggregate form. This means that participant file reviews are not reviewed for data accuracy scores in the typical manner. However, files are reviewed to ensure service delivery and documentation is appropriate. Twenty-two files were reviewed from three different classrooms of students. The files were observed to be well organized and services provided were clearly documented. JWB release of information forms were present and complete for all files.

ANALYSIS OF PERFORMANCE:
In FY18, the PSBS program screened 7,554 children in 49 schools meeting their targeted service level of 7,500 for the year. Although there was a slight decline in number of children served this year (-8%) compared to last fiscal year, the program was able to offer services at two more schools than the previous year. Service levels for this program are largely dependent on the census of the schools and the rate of consent from guardians. The program provided dental sealants to 4,454 children totaling 19,744 teeth. The majority of the teeth sealed were first molars (60%) followed by premolars (35%) and second molars (5%).

A full Program Monitoring Report is on file at JWB and can be requested at Kwoods@jwbpinellas.org.
In addition to providing dental sealant, fluoride treatments, and dental education, the PSBS program identifies children that have urgent dental needs. PSBS staff follow-up with the parents/guardians of student that are identified as needing urgent dental care to determine if the child has received dental care and whether or not they received the care from DOH-Pinellas or a private dentist. If PSBS staff is unable to determine that follow-up care has occurred, the child is referred to Pinellas County School District who will then contact the parent/guardian. Program staff noted that they have seen an overall decrease in the urgent needs in students and an increase of children receiving dental treatment through the Pinellas County Health Department Dental Clinics which represents a connection to the program’s core objective which is to prevent dental issues in children and facilitate connecting student in need of dental treatment to services.

Jennifer Artiaga, LCSW  
Senior Program Consultant  
Date: 2/25/19

Megan Stockings, MSW  
Senior Program Evaluator  
Date: 2/25/19

Karen Woods,  
Program Administration Manager  
Date: 2/25/19

Karen Boggess, MSW  
Program Evaluation Manager  
Date: 2/25/19

Judith Warren  
Chief Operating Officer  
Date: 2/28/19

Dr. Marcie A. Biddleman  
Chief Executive Officer
EXECUTIVE SUMMARY OF PROGRAM MONITORING REPORT

Agency: Gulfcoast Legal Services, Inc.  Program: Family Legal Support Services  
Program Monitoring Reporting Period: 10/1/2017- 9/30/2018

BRIEF PROGRAM DESCRIPTION:
Gulfcoast Legal Services, Inc. (GLS) is a local non-profit organization which has been providing civil legal services and advocacy to underserved populations in Pinellas County since 1978. The agency’s vision is to “change lives through justice”. The mission of GLS, is to serve the most vulnerable individuals within the communities they serve – those who otherwise would not have access to legal assistance. All attorneys employed by GLS are licensed to practice under the Florida Bar Association.

Agency/Program Accomplishments:
The JWB supported Family Legal Support Services (FLSS) program is small in scope and size. With this said, the program has operated without incident. The FLSS team have been very responsive to JWB requests for support, case consultation, and presentation. In addition to the direct legal services provided, FLSS participated in 13 outreach events where they reach over 1000 attendees.

Technical Assistance:
JWB and FLSS staff attended a collaborative meeting at the request of FLSS to gain clarity surrounding the Family Legal Support Services program, JWB contract requirements, and other contractual relationships GLS have with other JWB funded programs. JWB provided support and technical assistance regarding various relationships and how they intersect. Based on these clarifications, agreement was made to adjust FLSS program budget to align with the existing program structure.

The JWB Program Consultant completed a personnel review of existing program staff. While files contained all contractually required documents, the JWB Program Consultant observed the personnel files to lack consistently utilization of agency required acknowledgements. This was communicated with the HR Director and technical assistance was provided regarding an alternative tracking system to ensure agency procedures are consistently followed. Other areas of technical assistance regarding best practices was provided including, but not limited to, consistent templates for position profiles, annual review of position profiles, and employee acknowledgement when Employee Handbook revisions are made.

FISCAL SNAPSHOT:

<table>
<thead>
<tr>
<th></th>
<th>FY16**</th>
<th>FY17</th>
<th>FY18***</th>
<th>Comments</th>
</tr>
</thead>
<tbody>
<tr>
<td>Total Program Budget</td>
<td>$33,301</td>
<td>$89,836</td>
<td>$73,629</td>
<td>Amount excludes Capital Awards: FY18-$46,269 and FY17- $42,445</td>
</tr>
</tbody>
</table>

A full Program Monitoring Report is on file at JWB and can be requested at Kwoods@jwbpinellas.org.
<table>
<thead>
<tr>
<th>JWB Allocation</th>
<th>$22,534</th>
<th>$38,794</th>
<th>$38,794</th>
</tr>
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<tbody>
<tr>
<td>Percent of Total Program Budget represented by JWB Allocation</td>
<td>68%</td>
<td>43%</td>
<td>53%</td>
</tr>
<tr>
<td>Lapse</td>
<td>$567</td>
<td>$1297</td>
<td>$15</td>
</tr>
<tr>
<td>Cost per Participant*</td>
<td>N/A</td>
<td>$1,797 ($89,836/50)</td>
<td>$1,116 ($73,629/66)</td>
</tr>
</tbody>
</table>

*Cost per participant information is calculated as follows: Total program budget/Total actual participants.

**FY16 represents the initial year of program funding and only partial award as was announced in Quarter three of FY16.

*** Total program budget decreased in FY18 resulting from a more accurate account of program related expenses rather than an actual decrease in program expenses/support.

PARTICIPANT DEMOGRAPHICS:
Legal services were provided to 66 adults during FY18. The age of adults ranged from 20 to 59 years with more than half being between the ages of 30 and 39. The majority of adults (70%) earned an annual household income of less than $35,000 while 30% reported no income at all. About half of the service population resided within one of the five identified high risk zones throughout Pinellas County. JWB does not currently receive demographic data on the children whose parents sought services, however, it does receive the number of dependents (124 children) who were indirectly impacted by this program being available to their caregiver. Some victims do not ever leave their abuser because they worry about how they will provide for their children and are often times overwhelmed by the legal process that is required when filing a petition for protection.1

PROGRAM OUTCOMES:

<table>
<thead>
<tr>
<th>Performance Measure Description*</th>
<th>FY16</th>
<th>FY17</th>
<th>FY18</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Target</td>
<td>Actual</td>
<td>Target</td>
</tr>
<tr>
<td>Percent of Protection Orders will be positively resolved and obtained as measured by outcome codes.</td>
<td>N/A</td>
<td>N/A</td>
<td>Baseline</td>
</tr>
<tr>
<td>Percent of Housing Preservation cases will be positively resolved and obtained as measured by outcome codes.</td>
<td>N/A</td>
<td>N/A</td>
<td>Baseline</td>
</tr>
<tr>
<td>Percent of Family Law case matters will be positively resolved and obtained as measured by outcome codes.</td>
<td>N/A</td>
<td>N/A</td>
<td>Baseline</td>
</tr>
<tr>
<td>Percent of General Consultation services will be positively resolved and obtained as measured by outcome codes.</td>
<td>N/A</td>
<td>N/A</td>
<td>Baseline</td>
</tr>
</tbody>
</table>

*Performance is typically measured on full fiscal years and on the total population served.

PROGRAM MONITORING ACTIVITIES:
Given the nature of services offered through the program and the special population being served, JWB staff are prohibited from reviewing individual participant information, including reviewing files that have not been redacted. For example, due to attorney client privilege, JWB staff are unable to receive individual-level participant data or complete program observations of services being delivered. During the reporting period JWB staff completed an administrative monitoring which included staff training, program outreach event log, updated agency strategic plan, and personnel files.


Page 2 of 4
A full Program Monitoring Report is on file at JWB and can be requested at Kwoods@jwbpinellas.org.
Overall, throughout the reporting period program staff and agency leadership have been very responsive to requests for program monitoring and direct consultation for participants seeking services. FLSS staff are available for questions as they arise. The agency has, however, struggled to ensure all document submittals are submitted to JWB timely. It is recommended that additional tracking processes be established within the organization that ensure all required document submittals are provided to JWB in alignment with the deadline outlined in the contract.

JWB staff attended an informational presentation by FLSS staff for women staying at a local domestic violence shelter. FLSS staff provided an overview of services it provides and talked extensively about the process for filing an injunction to include court procedures, the hearing itself, court etiquette, safety planning, and what to do if the respondent/abuser violates the injunction. The intent was not to address individual needs but rather provide a road map for how to begin and what to expect throughout the process. However, many of the survivors had questions with which FLSS staff handled respectfully and compassionately while offering contact information for scheduling appointments. It was evident that FLSS staff are highly skilled and qualified to serve vulnerable individuals.

In FY18 the JWB Program Consultant completed a review of four participant files for which identifying information had been redacted. Documentation observed within participant files demonstrated the program assisting survivors of domestic violence with housing, custody, and child support matters. The files contained documentation of participant contacts including attempted contacts and voicemails. JWB staff did note that FLSS staff are providing significant assistance through email and phone calls with participants, therefore the documentation of such efforts is noteworthy in demonstrating the level of service participants receive. Documentation also indicated when referrals have been provided for other community partners. Based on the review of participant files, program staff and the Program Consultant reviewed opportunities for improvement including increasing consistency documenting children was present in the household, ensuring all intake documents are completed, and cases with imminent threat are prioritized for the JWB funded service.

**ANALYSIS OF PERFORMANCE:**

Program performance is based on Protection Orders, Housing Preservation, Family Law, and General Consultation matters being positively resolved. As displayed in the Outcomes tables above, the program successfully achieved three of four measures; just falling short of meeting the target for General Consultation. It should be noted that General Consultation is often one time assistance where FLSS staff help complete paperwork and/or explain processes. Participants receiving General Consultation file documents on their own behalf and are not represented in court by FLSS staff which may have impacted the outcome. Victims with legal representation are more successful resolving legal matters including obtaining Protection Orders compared to victims who appear on their own behalf.²

Being afforded the opportunity to have legal counsel represent survivors of domestic violence lessens the burden for the petitioner/survivor who is often times already overwhelmed. Providing legal support for victims of domestic violence can be life changing not only to for the survivor, but also for their children.

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A full Program Monitoring Report is on file at JWB and can be requested at Kwoods@jwbinellas.org.
Jennifer Artiaga, LCSW  
Senior Program Consultant

Karen Woods,  
Program Administration Manager

Judith Warren  
Chief Operating Officer

Dr. Marcie A. Biddleman  
Chief Executive Officer

Rebecca Albert, MSW  
Senior Program Evaluator

Karen Boggess, MSW  
Program Evaluation Manager

Date: 2/15/19

Date: 3/16/19

Date: 2/28/19

A full Program Monitoring Report is on file at JWB and can be requested at Kwoods@jwbpinellas.org.
EXECUTIVE SUMMARY OF PROGRAM MONITORING REPORT

Agency: Lealman & Asian Neighborhood Family Center, Inc.
Program: Lealman and Asian Neighborhood Family Center
Program Monitoring Reporting Period: October 1st, 2017 through September 30th, 2018

BRIEF PROGRAM DESCRIPTION: Provider serves families in ZIP codes 33714, 33709, 33781 and families from the Asian community. Family support services include assistance with basic needs, child care referrals, unemployment, and goal achievement. Youth receive after school programming, homework help, enrichment activities, summer programming, and leadership opportunities. Community classes include ESOL, IT, and Cooking Matters. Assistance is available in Vietnamese, Cantonese Chinese, Thai, Laotian and Hmong, and more.

AGENCY/PROGRAM ACCOMPLISHMENTS:
Lealman & Asian Neighborhood Family Center, Inc., successfully expanded their property with new green space to meet the needs of youth participants.

TECHNICAL ASSISTANCE:
The Lealman and Asian NFC has an experienced staff that require minimal technical assistance. In FY18 data entry and management training was provided to a new family support worker. Technical assistance was also provided to resolve a data entry issue regarding duplicate participant records.

FISCAL SNAPSHOT:

<table>
<thead>
<tr>
<th></th>
<th>FY16</th>
<th>FY17</th>
<th>FY18</th>
<th>Comments</th>
</tr>
</thead>
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<td>Total Program Budget</td>
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<td>$775,508</td>
<td>$864,953</td>
<td>FY17 allocation does not include the Non-Operating Capital RFP award of $73,636.</td>
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<tr>
<td>JWB Allocation</td>
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<td>$567,772</td>
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<td>Percent of Total Program Budget represented by JWB Allocation</td>
<td>82%</td>
<td>73%</td>
<td>76%</td>
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<td>Lapse</td>
<td>$2,936</td>
<td>$9,672</td>
<td>$15,952</td>
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<tr>
<td>Cost per Participant*</td>
<td>$2,925</td>
<td>$2,712</td>
<td>$2,582</td>
<td></td>
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<tr>
<td></td>
<td>($739,945/253)</td>
<td>($775,508/286)</td>
<td>($864,953/335)</td>
<td></td>
</tr>
</tbody>
</table>

A full Program Monitoring Report is on file at JWB and can be requested at Kwoods@jwbpinellas.org.
PARTICIPANT DEMOGRAPHICS:

Among youth participants, 48% are female; among adult participants 75% are female. Most participants (69%) are Asian, 16% are White, 4% are Black/African American. The proportion of Hispanic participants doubled from 3% in FY17 to 6% in FY18. Of the 333 participants that specified their household income, 77% had an annual household income of less than $30,000. Half of the participants are in a dual-parent married household, 33% are in a single parent female headed household. The majority of participants (72%) live in one of the five high-risk zones.

PROGRAM OUTCOMES:

<table>
<thead>
<tr>
<th>Performance Measure Description</th>
<th>FY16</th>
<th>FY17</th>
<th>FY18</th>
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</thead>
<tbody>
<tr>
<td></td>
<td>Target</td>
<td>Actual</td>
<td>Target</td>
</tr>
<tr>
<td>Number of community events reported</td>
<td>Baseline</td>
<td>68</td>
<td>50</td>
</tr>
<tr>
<td>Percent of youth participants who continue in the program for more than one year</td>
<td>Baseline</td>
<td>77%</td>
<td>80%</td>
</tr>
<tr>
<td>Number of participants receiving the OST survey*</td>
<td>Baseline*</td>
<td>116</td>
<td>115</td>
</tr>
<tr>
<td>Percent of youth who attend 70% of the program days</td>
<td>Baseline</td>
<td>79%</td>
<td>70%</td>
</tr>
<tr>
<td>Percent of children who were given the math intervention improve their score from initial to final score.</td>
<td>Baseline</td>
<td>100%</td>
<td>90%</td>
</tr>
<tr>
<td>Percent of goals achieved for adults who receive Family Support services.</td>
<td>Baseline</td>
<td>89%</td>
<td>80%</td>
</tr>
<tr>
<td>Number of Customer Satisfaction Surveys administered</td>
<td>Baseline</td>
<td>46</td>
<td>50</td>
</tr>
</tbody>
</table>

* In FY16 and FY17 the number of participants receiving the OST Survey was based on two administration points, October and May. In FY18 the survey was revised to one administration point and a new survey methodology. For this reason, the FY18 target was set to Baseline.
PROGRAM MONITORING ACTIVITIES:

Observation and participation in the Thomas Chance Annual Thanksgiving Community Dinner occurred. Youth and adult participants of varying ages, and of race and ethnicity, were observed to be engaged in community fellowship. This dinner was observed to be a positive event by serving children and families. In February of FY18, an open house to celebrate the grand opening of the agency’s new green space was observed. The new space was found to be clean, safe, and conducive to meet the needs of youth participants. Additional observation of the program’s “Soul Food Experience” also occurred in February. In celebration of Black History Month, a dinner was served that highlighted the culture. Participants of the Lealman & Asian program, community members, and local police officers, were in attendance.

An observation of youth programming occurred when the JWB Senior Program Evaluator served as a guest speaker for program’s annual Summer Around the World component. Guest speakers who are from or have visited various national and international destinations present on the area after participants have been immersed in learning activities and a virtual trip to the destination. Youth participants were engaged listeners and asked thoughtful questions that demonstrated their knowledge about the destination and a curiosity to understand how cultures are similar and different. Program staff and the program director were encouraging and pleasant with youth participants. The center was observed to be organized and clean, and decorated with welcoming and bright displays on bulletin boards.

Further program monitoring activities included a staff interview of the new full-time Family Support Specialist, and observation of the expanded family support satellite location. The Family Support Specialist explained that her previous five years’ experience working with children and families and six years of computer sciences education prepared her. She clarified that she enjoyed resolving problems and that the biggest need seen, were among the homeless and in helping families with their basic needs.

A program observation of youth programming occurred during the program’s annual Summer Around the World component. Guest speakers who are from or have visited various national and international destinations present on the area after participants have been immersed in learning activities and a virtual trip to the destination. Youth participants were engaged listeners and asked thoughtful questions that demonstrated their knowledge about the destination and a curiosity to understand how cultures are similar and different. Program staff and the program director were encouraging and pleasant with youth participants. The center was observed to be organized and clean, and decorated with welcoming and bright displays on bulletin boards.

ANALYSIS OF PERFORMANCE:

LANFC has three prongs of service: Community, individual youth and individual adults. The community measurement counts the number of community events the agency held to reach members within their service area. Sixty-two events were reported for FY18; the largest of these events included the Annual Thomas Chance Thanksgiving Dinner, a Soul Food Experience in honor of Black History month, and the 5th Annual LANFC Luncheon. LANFC also offers recurring events such as adult computer classes, Cooking Matters sessions, ESOL classes, and free tax preparation. Youth programming focuses on academic support and youth enrichment. Participants receive homework assistance, tutoring, literacy assistance, computer lab time, arts and crafts time, and outdoor time.

Page 3 of 4
A full Program Monitoring Report is on file at JWB and can be requested at Kwoods@jwbpinellas.org.
The majority of youth participants are reported to stay in programming for more than one year and attend regularly. Ongoing regular attendance of a program has been demonstrated in research to have a positive effect on youth development and their academics.\(^1\) The Out-of-School-Time (OST) Survey was administered to youth participants to assess programming strengths and better understand participants’ experiences, outcomes, and goals. In FY18 revised survey questions and new survey procedures were implemented. This was done to collect more meaningful responses and better align with best research practices and revisions made by the survey creators. As part of the new survey procedure, administration took place once during the school year instead of twice per year, and participants that were very new to the program were excluded. Due to these changes, the number of surveys administered was baseline for FY18 and will be used to inform a new target for the following year.

Lealman and Asian NFC was able to survey 100% of their 75 eligible participants. The responses to the survey indicate that most participants strongly agree staff cared about them, they learn to get along with others, and they finish their homework more often.

Adult services include basic needs assistance and coaching with a Family Support Specialist. Adults who receive family support services define goals to improve their quality of life and 95% of these participants are reported to achieve these goals. In addition, adults are asked to rate the services they received. These surveys were extensively collected and reported on in FY18 and demonstrate a high level of satisfaction with program services.

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EXECUTIVE SUMMARY OF PROGRAM MONITORING REPORT

Agency: Preserve Vision Florida  Program: Seeing Our Bright Future
Program Monitoring Reporting Period: 10/1/2017 – 9/30/2018

BRIEF PROGRAM DESCRIPTION:
The Seeing Our Bright Future program provides education, vision screenings, and vision follow-up services to children ages two through 17 in various settings throughout Pinellas County. Once screened, children identified as in need of additional evaluation receive a referral for a complete medical exam and eyewear, if needed. If a child is referred for additional evaluation the program offers ongoing follow up and support to parents and caregivers to ensure the vision need is addressed.

AGENCY/PROGRAM ACCOMPLISHMENTS:
Over the course of the reporting period, PVF had multiple agency successes including securing additional funding from the Children’s Board of Hillsborough County to provide services to 2400 children birth to age five. The agency was also awarded funding from Pinellas County Health Department in the amount of a $50,000 annual award to provide vision screenings, exams, and glasses for adults for four years.

TECHNICAL ASSISTANCE:
Technical assistance was provided regarding several programmatic elements including program quality improvement, data collection, and personnel administration. Such collaborative discussions led to programmatic changes including revisions to ensuring optimum utilization of program services, participant pre and posttest measurements to ensure instruments are age appropriate, and ensuring staff communication regarding participant remains HIPAA compliant. JWB staff also worked with PVF to engage other community partners in hopes of furthering the reach of program services.

FISCAL SNAPSHOT:

<table>
<thead>
<tr>
<th></th>
<th>FY16**</th>
<th>FY17</th>
<th>FY18</th>
</tr>
</thead>
<tbody>
<tr>
<td>Total Program Budget</td>
<td>$123,000</td>
<td>$220,935</td>
<td>$227,348</td>
</tr>
<tr>
<td>JWB Allocation</td>
<td>$75,000</td>
<td>$150,000</td>
<td>$150,000</td>
</tr>
<tr>
<td>Percent of Total Program Budget represented by JWB Allocation</td>
<td>61%</td>
<td>68%</td>
<td>66%</td>
</tr>
<tr>
<td>Lapse</td>
<td>$20,997</td>
<td>$2,602</td>
<td>$47</td>
</tr>
<tr>
<td>Cost per Participant*</td>
<td>N/A</td>
<td>$(220,935/2,154)</td>
<td>$(227,348/2,419)</td>
</tr>
</tbody>
</table>

*Cost per participant information is calculated as follows: Total program budget/Total actual participants.
**FY16 represents the program’s initial program year and only partial year funding.

A full Program Monitoring Report is on file at JWB and can be requested at kwoods@jwbpinellas.org.
PARTICIPANT DEMOGRAPHICS:
Participant demographics for this program are collected on only those children that are identified during their vision screening as needing follow-up services. Of these children, there were slightly more females (55%) versus males (45%). Most of these children identified as White (47%) or Black (36%) and came from either a single parent female head of household (44%) or a dual parent married household (34%). Half of these children (50%) resided in the city of St. Petersburg.

PROGRAM OUTCOMES:

<table>
<thead>
<tr>
<th>Performance Measure Description*</th>
<th>FY16</th>
<th></th>
<th>FY17</th>
<th></th>
<th>FY18</th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Target</td>
<td>Actual</td>
<td>Target</td>
<td>Actual</td>
<td>Target</td>
<td>Actual</td>
</tr>
<tr>
<td>Percent of children identified through vision screenings as needing follow-up services obtain an appointment with a physician</td>
<td>N/A</td>
<td>N/A</td>
<td>80%</td>
<td>72%</td>
<td>80%</td>
<td>83%</td>
</tr>
<tr>
<td>Percent of children who obtain an appointment with a physician will attend the appointment</td>
<td>N/A</td>
<td>N/A</td>
<td>N/A</td>
<td>N/A</td>
<td>85%</td>
<td>80%</td>
</tr>
<tr>
<td>Percent of children that attended the physician appointment received the recommended treatment (e.g. eye glass, corrective eye patch, ongoing monitoring)</td>
<td>N/A</td>
<td>N/A</td>
<td>90%</td>
<td>65%</td>
<td>65%</td>
<td>76%</td>
</tr>
</tbody>
</table>

*Performance is typically measured on full fiscal years and on the total population served.

PROGRAM MONITORING ACTIVITIES:
Program monitoring activities conducted for SOBF included multiple program observations, collaborative meetings, staff and community partner members, and a personnel monitoring. Staff reported strong communication with program and agency leadership and a positive work environment in which much needed services are provided to the community. Challenges presented by staff were parental resistance regarding follow up care and follow up communication efforts. Community partners reported high parental satisfaction with services, supportive follow up, and relatable, responsive, and organized staff.

In March of 2018 JWB staff completed a participant file review. During this review, nine random participant files were reviewed for data quality, clear service documentation, and program fidelity. The nine participants files reviewed yielded a 96% data accuracy score.

Several recommended improvements resulted from the personnel monitoring. Overall, the files lacked clear and consistent organization. Forty percent of files lacked any form of application or resume. One hundred percent lacked documentation regarding a process for validating credentials of the staff to ensure they met minimum qualifications, and 80% lacked a completed Affidavit of Good Moral Character as required by contract. Additionally, JWB provided feedback recommending staff ensure the agency policy regarding annual performance evaluations, training, and onboarding processes are consistent. PVF

A full Program Monitoring Report is on file at JWB and can be requested at Kwoods@jwbpinellas.org.
leadership, including the CEO and COO were included in communications regarding the above noted observations and needed improvements. Agency leadership acknowledged JWB concerns and the COO assumed an active role in revising processes during the remainder of the reporting period. JWB staff will review personnel files in quarter 2 of FY19.

PVF continues to struggle to submit required contract submittals on time and without significant effort and prompting from JWB staff. Typically, the program requires a minimum of two notifications of delinquent documents. It is required that the agency leadership develop a more timely process for tracking required contractual submittals to ensure compliance without intervention by JWB.

ANALYSIS OF PERFORMANCE:
FY17 was the first full year of program implementation and performance measure targets were established considering similar programming performance in other communities and using estimation given the demographics the program would serving in Pinellas County. The program fell short of their performance goals for FY17; therefore, JWB staff and program staff met in FY18 to better understand the contributing factors to not achieve the targeted goals and determine strategies for improvement. During this meeting, it was determined that program performance results are largely dependent on parent engagement an area the program has limited control over. In FY17, the program had two performance measures: 80% of children identified through vision screenings as needing follow-up services will obtain an appointment with a physician and 90% of children that attended the physician appointment receive the recommended treatment. The program fell short of meeting these goals with FY17 results at 72% and 65% respectively.

During the performance measurement meeting, it was determined that the goal of 80% of children identified through vision screenings as needing follow-up services will obtain an appointment with a physician would remain unchanged. JWB staff and program staff agreed that by implementing strategies to maintain contact with parents, engage community partners with valid releases of information, and scheduling appointments for parents that the program may be able to increase their performance results for FY18. In fact, the program was able to exceed their performance goal of 80% with 83% of children identified through vision screenings as needing follow-up services obtaining an appointment with a physician.

In regards to the FY17 measure that reads 90% of children that attended the physician appointment will receive the recommended treatment, it was determined that this goal was set too high for the amount of control the program has over parents following through with scheduled appointments. This target was lowered to 65% of children that attended the physician appointment will receive the recommended treatment. The program was able to exceed the newly established target in FY18 with 76% of children attending the physician appointment receiving the recommended treatment. This also represented an 11% increase in performance from the previous year.

Finally, it was determined that it would be appropriate to add a performance measure that would capture whether or not a child attends the scheduled physician’s appointment. Program staff felt that the addition of this measure would better capture the different levels of results the program is able to achieve with each child through their outreach efforts to parents. In FY18, the program fell just short of the newly established target of 85% of children who obtain an appointment with a physician will attend said appointment. The actual performance for FY18 was 80%. This measure will continued to be monitored to ensure the goal is set appropriately for the amount of influence the program is able to have on whether or not a child attends their physician appointment.
Jennifer Artiaga, LCSW
Senior Program Consultant

Karen Woods,
Program Administration Manager

Date: 3/25/19

Megan Stockings, MSW
Senior Program Evaluator

Karen Boggess, MSW
Program Evaluation Manager

Date: 3/25/19

Judith Warren
Chief Operating Officer

Dr. Marcie A. Biddleman
Chief Executive Officer

Date: 3/25/19

Date: 3/1/19

A full Program Monitoring Report is on file at JWB and can be requested at Kwoods@jwbpinellas.org.
EXECUTIVE SUMMARY OF PROGRAM MONITORING REPORT

Agency: R’Club Child Care, Inc.  
Program: Exceptional Program

Program Monitoring Reporting Period: October 1, 2017 - September 30, 2018

BRIEF PROGRAM DESCRIPTION: R’Club serves exceptional students, from three to 22 years of age, with varying exceptionalities at Paul B. Stephens and Nina Harris Exceptional Student Education Centers. Children receive care before and after school and during full days when school is closed. The program provides daily opportunities for growth through a variety of ability, and developmentally appropriate activities that enhance the educational, developmental needs, and strengths of the participants.

Agency/Program Accomplishments: Both Exceptional Programs have notably high lengths of staff retention. The Center Directors and Assistant Directors have been with the programs ten to 20 years. The program values family involvement and sponsor several family activities throughout the year which has high attendance rates.

Technical Assistance: During the participant file review, technical assistance was provided regarding JWB Data Quality Manual requirements for clients’ rights documentation. Technical assistance was also provided throughout the year to assist the program to improve their data quality. The Senior Researcher assisted the program to monitor their data quality regularly and provided the program with the cases to correct when needs were identified. Trainings, emails, and conference calls were utilized as needed to address questions about data entry, data quality, and JWB requirements.

Technical assistance was offered as needed throughout the year by the Senior Program Financial Analyst for budget and financial questions.

<table>
<thead>
<tr>
<th>FISCAL SNAPSHOT:</th>
<th>FY16</th>
<th>FY17</th>
<th>FY18</th>
</tr>
</thead>
<tbody>
<tr>
<td>Total Program Budget</td>
<td>$575,461</td>
<td>$595,045</td>
<td>$581,815</td>
</tr>
<tr>
<td>JWB Allocation</td>
<td>$187,131</td>
<td>$201,762</td>
<td>$214,814</td>
</tr>
<tr>
<td>Percent of Total Program Budget represented by JWB Allocation</td>
<td>33%</td>
<td>34%</td>
<td>36%</td>
</tr>
<tr>
<td>Lapse</td>
<td>$11,191</td>
<td>$9952</td>
<td>$945</td>
</tr>
<tr>
<td>Cost per Participant*</td>
<td>$6933</td>
<td>$7629</td>
<td>$8556</td>
</tr>
</tbody>
</table>

*Cost per participant information is calculated as follows: Total program budget/Total actual participants.

A full Program Monitoring Report is on file at JWB and can be requested at Kwoods@jwbpinellas.org.
PARTICIPANT DEMOGRAPHICS:

In FY18, the Exceptional program served a total of 68 children ages three to 22 from 67 families. It achieved 113% of the target service level of 60 children. Of the 68 children, 41% lived with a single parent while 52% dual parents. Eighteen percent (18%) of families reported an annual income below $29,999 and 49% $50,000 and above. Over half of the children (59%) were boys. A large majority of children were white (72%), 16% black or African American, 6% Asian and 18% Hispanic. These numbers of the children served by the program were fairly reflective of the demographics of the schools.

Thirty-seven percent (37%) of children resided in Pinellas County identified high risk zones with 22% in Zone 4 Lealman area, 7% in Zone 2 Clearwater North and Greenwood area, 4% in Zone 5 South St. Petersburg area, and 3% in Zone 3 High Point area.

PROGRAM OUTCOMES:

<table>
<thead>
<tr>
<th>Performance Measure Description</th>
<th>FY 16</th>
<th>FY 17</th>
<th>FY 18</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Target</td>
<td>Actual</td>
<td>Target</td>
</tr>
<tr>
<td>Percent of primary participants receiving child care services through the Exceptional Students Scholarship program, will improve their personal functioning as demonstrated by the completion of fifty percent (50%) of the developmental objectives on their Individual Assessment Plan (IAP).</td>
<td>70%</td>
<td>73%</td>
<td>70%</td>
</tr>
</tbody>
</table>

*Performance is typically measured on full fiscal years and on the total population served.

PROGRAM MONITORING ACTIVITIES:

Observations were completed at both schools. The Senior Program Consultant visited Nina Harris in the morning and Paul B. Stephens in the afternoon. Ratios and constant supervision were upheld throughout the observation at both schools. Each school maintained an appropriate play environment for the children with suitable materials and equipment for their developmental levels. Staff were engaged with the children while they played or worked through an obstacle course to practice motor skills. Children appeared to be content during the observations.

Three staff interviews indicated staff were satisfied with their jobs. There are good relationships with the schools. All felt a high level of supervisory support at all levels within the organization. The Area Supervisors visit periodically and will work as a substitute, if needed. The Senior Program Consultant got the impression that the staff really care for the children and families of their program and are very proud of all of them.

Pinellas County License Board (PCLB) conducts visits to all licensed facilities at least twice per year. They review personnel records for Level II Screenings, Affidavits of Good Moral Character, employment history checks, education, training, etc. With this in mind, JWB determined that, as long as the centers are in compliance with PCLB, whose requirements conform to JWB’s, JWB would not duplicate efforts. Senior Program Consultant reviewed PCLB’s website for each center’s inspection reports. The reports showed that both centers consistently met compliance on general qualifications, Level II background screening, education, and training.

A full Program Monitoring Report is on file at JWB and can be requested at Kwoods@jwbpinellas.org.
On September 26, 2018, 11 participant files were randomly selected and reviewed for data integrity, service delivery, performance measurement, and accuracy of information entered into the JWB database. The program had a 93% accuracy rate for collection of clients’ rights documentation. It was noted that the program did not follow proper protocol for handling parents’ refusal to authorize the use of confidential information for one of the randomly selected files. Technical assistance was provided regarding JWB Data Quality Manual requirements. The program agreed to both document the refusal and to not enter information into GEMS when consent has not been secured.

There was a 93% accuracy rate on critical fields. Critical fields are defined as participant demographic, episode, and services data. Discrepancies noted were data entry errors from closure summaries, episode closures differing on paper versus GEMS, attendance entered wrong, and inconsistency in opening and closing a drop-in child.

**ANALYSIS OF PERFORMANCE:**

A performance measure was developed based on the Individual Assessment Plan (IAP) the staff created for each eligible child. Two developmental objectives were set for each child and it was expected that at least 70% of the participants would improve their personal functioning as demonstrated by achieving at least one developmental objective. The program met the performance measure targets for three consecutive years from FY16 through FY18. The FY18 result indicated that 92% of children achieved at least one goal on their IAP. It was about 20% increase compared to the outcomes of FY16 and FY17, respectively.

Starting from FY16, JWB Senior Program Evaluator provided staff assistance on how to follow SMART rules when setting up goals, specifically, goals should be Specific, Measurable, Achievable, Realistic, and Timely (SMART). The improvement indicated that staff was able to follow the SMART rules to set realistic and achievable goals in a school year.

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Cheryl Miller 2/25/19
Senior Program Consultant

Qian Fan, Ph.D. 2/25/19
Senior Researcher

Karen Woods 2/25/19
Program Administration Manager

Karen Bogess 2/26/19
Program Evaluation Manager

Judith Warren 2/28/19
Chief Operating Officer

Dr. Marcie A. Biddelman 2/28/19
Chief Executive Officer

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A full Program Monitoring Report is on file at JWB and can be requested at Kwoods@jwbpinellas.org.
EXECUTIVE SUMMARY OF PROGRAM MONITORING REPORT

Agency: R’Club, Inc.  Program: Special Services

Program Monitoring Reporting Period: October 1, 2017 - September 30, 2018

BRIEF PROGRAM DESCRIPTION: Special Services aims to promote the healthy development of children ages 0-5 by decreasing developmental delays and eliminating or reducing negative behaviors that interfere with the child’s development and child care placement. Program staff offer consultation, coaching, and specialized trainings to providers. There are three service components within the program: Project Challenge, New Beginnings, and Child Care Outreach.

Agency/Program Accomplishments: Program staff are actively involved in the community. They assist at monthly Early Learning Coalition’s community screenings, attend quarterly meetings to support the Early Steps Transition event, serve on various community committees, and participate in service fair events. They coordinated an event in which 38 children from 18 families were recipients of holiday gifts due to their efforts. Additionally, the program hosted 28 training sessions with a total of 480 child care providers in attendance.

Technical Assistance: Technical assistance was offered by the Senior Program Financial Analyst this year regarding annual retention payments. R’Club staff was reminded that according to JWB’s Financial Guidelines this cost is not allowed. Technical assistance was also provided throughout the year to assist the program in maintaining data quality. The Senior Researcher provided them with the cases to correct when the needs were identified. Additionally, the provider was encouraged to explain the subsidies given to specialized providers with more details in their methodology.

FISCAL SNAPSHOT:

<table>
<thead>
<tr>
<th></th>
<th>FY16</th>
<th>FY17</th>
<th>FY18</th>
</tr>
</thead>
<tbody>
<tr>
<td>Total Program Budget</td>
<td>$890,669</td>
<td>$910,536</td>
<td>$924,405</td>
</tr>
<tr>
<td>JWB Allocation</td>
<td>$890,669</td>
<td>$908,202</td>
<td>$924,405</td>
</tr>
<tr>
<td>Percent of Total Program Budget represented by JWB Allocation</td>
<td>100%</td>
<td>100%</td>
<td>100%</td>
</tr>
<tr>
<td>Lapse</td>
<td>$18,404</td>
<td>$21,864</td>
<td>$38,765</td>
</tr>
<tr>
<td>Cost per Participant*</td>
<td>$2086</td>
<td>$2215</td>
<td>$2244</td>
</tr>
</tbody>
</table>

*Cost per participant information is calculated as follows: Total program budget/Total actual participants.
PARTICIPANT DEMOGRAPHICS:
During FY18, Special Services program served 412 children birth through five years old. The program met and exceeded 102% of the proposed target service level of 407 children. Of the 412 children served, 58% were white, 24% black or African American and 14% Hispanic. Over two thirds of the children were male (72%) and half of the children were from a single parent household (50%). Thirty-seven percent (37%) of families had an annual household income below $29,000 and 29% refused to provide their household income. Almost all children (96%) were referred to the Special Services program by Pinellas County children’s centers or family care homes.

PROGRAM OUTCOMES:

<table>
<thead>
<tr>
<th>Performance Measure Description</th>
<th>FY16 Target</th>
<th>FY16 Actual</th>
<th>FY17 Target</th>
<th>FY17 Actual</th>
<th>FY18 Target</th>
<th>FY18 Actual</th>
</tr>
</thead>
<tbody>
<tr>
<td>Percent of children ages eleven (11) to thirty-five (35) months at program entry will improve</td>
<td>70%</td>
<td>83%</td>
<td>70%</td>
<td>79%</td>
<td>70%</td>
<td>78%</td>
</tr>
<tr>
<td>behavioral functioning as measured by a one (1) point decrease in total raw scores from pretest</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>to post-test on the Temperament and Atypical Behavior Scale (TABS).</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Percent of children ages three (3) to five (5) years at program entry will demonstrate</td>
<td>80%</td>
<td>86%</td>
<td>80%</td>
<td>85%</td>
<td>80%</td>
<td>82%</td>
</tr>
<tr>
<td>appropriate behavior as measured by at least a 5 point increase in Scale A (Social Skills)</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>total raw score, or at least a 5 point decrease in Scale B (Problem Behavior) total raw score</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>from pre to post on the Preschool and Kindergarten Behavior Scales (PKBS-2).</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Percent of children ages 0-5 who are assessed as having potential developmental delays</td>
<td>95%</td>
<td>96%</td>
<td>95%</td>
<td>100%</td>
<td>95%</td>
<td>100%</td>
</tr>
<tr>
<td>(as defined by scoring below the cut off established by BDI-2) will receive one or more</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>referrals for developmental services.</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Percent of children will benefit from an improvement in their parent-child attachment</td>
<td>70%</td>
<td>100%</td>
<td>70%</td>
<td>90%</td>
<td>70%</td>
<td>100%</td>
</tr>
<tr>
<td>interaction as measured by a three (3) point increase in scores from pre to post (ceiling</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>effect accounted for) on the age-appropriate Home Observation for Measurement of the</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Environment (HOME) Scale.</td>
<td></td>
<td></td>
<td></td>
<td></td>
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<td></td>
</tr>
</tbody>
</table>

*Performance is typically measured on full fiscal years and on the total population served.*
PROGRAM MONITORING ACTIVITIES:

Observations were completed with the Child Care Outreach and Project Challenge components of the program. Staff followed the methodology with fidelity. During the observations, staff would role-model appropriate techniques for decreasing negative behavior or enticing the child to play in an area that would help advance their skills where they were delayed. Program staff were always pleasant and encouraging with classroom staff.

An observation was also completed during a parent conference. Program staff met with the parents and Center Director to discuss the attainment of goals. The meeting was observed to be interactive. The parents and Center Director had a chance to ask questions and relay thoughts on the child’s progress.

A total of five parent interviews revealed a high level of satisfaction with the program. Program staff helped the families in several ways, including attending meetings and appointments to get an IEP for the child, offering technical assistance to the preschool teachers for learning activities, and getting families in touch with other agencies and resources. All families appeared to be very thankful for the services.

Two program staff were interviewed. They agreed that the program’s structure and supervisors were very supportive. Staff felt the professional development opportunities for themselves were plentiful because they were able to attend specialized trainings throughout the county. Many Program staff attended the six JWB sponsored trauma-informed care trainings.

A personnel file review was completed at the agency level for JWB funded programs on September 6, 2018. R’Club uses the Department of Children and Families Clearinghouse Portal. Two personnel files were reviewed for this program. Program staff were background screened in a timely manner and signed the Affidavit of Good Moral Character in accordance with the JWB Agreement. This program does not use volunteers.

On May 3, 2018, a random sample of eight participant files were reviewed for data integrity, service delivery, performance measurement and overall accuracy of information entered into the JWB database. The program had a perfect compliance score of 100% for the collection of required JWB forms. There was also a 100% accuracy rate on critical fields. Critical fields are defined as participant demographic, episode, and services data. Overall, the program had an accuracy score of 99%. There were minor errors in entering household data.

ANALYSIS OF PERFORMANCE:

Four performance measures have been developed based on four research-based screening and assessment tools to evaluate children’s progress and program effectiveness. The program met and exceeded all four performance measure targets. The details are discussed below.

The *Temperament and Atypical Behavior Scale (TABS)* is a screening and assessment tool to detect critical temperament and self-regulation issues that may be indicative of developmental delays or future behavior issues. It is used with children ages 11 to 35 months participating in the Project Challenge service component. The improved behavioral functioning of the children is indicated by a decreased score after the intervention service. It is expected that 70% of the children would show at least one point decrease in score after a 12 month intervention service. The results indicated that 78% of the children in FY18 met and exceeded the 70% targeted performance goal and showed improved behavioral functioning.

The *Preschool and Kindergarten Behavior Scales, Second Edition (PKBS-2)* is a behavior rating scale designed specifically for evaluating social skills and problem behaviors of children ages three to six years.
Improved behavioral functioning of the children is indicated by improved social skills and decreased behavioral issues. It is expected that 80% of the children would demonstrate improved behavior by a five-point increase in social skills or a five-point decrease in problem behavior after a 12-month intervention service. The FY18 results indicated that 82% of the children demonstrated improved behavior functioning as indicated by either a five-point increase in social skills or a five-point decrease in problem behavior.

*The Battelle Developmental Inventory, Second Edition* (BDI-2) is a comprehensive developmental assessment tool based on the concepts of developmental milestones for infants and young children ages birth to seven years old. It is expected that at least 95% of the children who demonstrated potential developmental delays as indicated by the BDI-2 assessment outcomes would receive at least one referral for developmental services to ELC, FDLRS, Early Steps, etc. as appropriate. The referral was usually made by Special Services staff after the BDI-2 assessment. Sometimes, however, the referral was made by child care providers or parents before the BDI-2 assessment. In FY15, Special Services staff documented only the referrals made by themselves, which ended up with a 70% referral rate. To demonstrate a true referral rate, staff discussed it with the JWB Researcher and started documenting every referral received by the child. The program achieved 100% referral rate in two consecutive fiscal years from FY17 to FY18.

*Home Observation for Measurement of the Environment* (HOME) is a systematic assessment of the caring environment in which the child is reared. It measures the quantity and quality of stimulation and support available to a child in the home environment. It is expected that 70% of the children’s caring environment will see at least three points increase in scores after the six to 12 months intervention service. The FY18 results demonstrated that 100% of the children had at least three points increase in their caring environment. It was 10% more than last year’s result and 30% more than the targeted 70% performance goal.

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Cheryl Miller 2/5/19  
Senior Program Consultant

Qian Fan, Ph.D. 2/4/19  
Senior Researcher

Karen Woods 3/1/19  
Program Administration Manager

Karen Boggess 3/1/19  
Program Evaluation Manager

Judith Warren 3/1/19  
Chief Operating Officer

Dr. Marcie A. Biddleman 3/1/19  
Chief Executive Officer

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A full Program Monitoring Report is on file at JWB and can be requested at Kwoods@jwbpinellors.org.
EXECUTIVE SUMMARY OF PROGRAM MONITORING REPORT

Agency: Religious Community Services, Inc.  Program: RCS Grace House
Program Monitoring Reporting Period: 10/1/2017 through 9/30/2018

BRIEF PROGRAM DESCRIPTION: RCS Grace House offers emergency shelter for families facing homelessness in Pinellas County. Provider has 14 apartment-style units to house families with minor children for eight weeks and offers services that include financial literacy training, individualized family budgeting, and credit counseling. Professional case management is given to residents to ensure they complete the program and obtain permanent, stable housing upon departure.

AGENCY/PROGRAM ACCOMPLISHMENTS:
Religious Community Services, Inc. (RCS) was the recipient of the 2018 Clearwater Regional Chamber’s Large Charity of the Year and Upper Tampa Bay Chamber Large Business of the Year awards. The agency created food pantries on five St. Petersburg College campuses and created strategic alliances with other thrift stores that allow the program participants to receive clothing and small household items at no cost to them. Programmatically, the program was able to replace the television sets in the apartments as well as have a mural painted on the outside of the children’s center, The Rainbow Room.

TECHNICAL ASSISTANCE:
During FY18 RCS’s long serving finance positions experienced turnover. Philip DeBerry was hired in February of 2018. Upon his arrival, the JWB Senior Program Consultant and Senior Program and Financial Analyst began regular meetings with the new RCS Finance Team. During that time, JWB staff and the RCS finance team worked together to better understand RCS financial processes, methods for establishing program expenses, allocation planning to name a few. The intention of this work was to ensure information being reported to JWB aligned with actual service delivery. This work included methodology revisions to ensure the full scope of program services were included. In addition, JWB staff provided technical assistance relative to incident reporting, program implementation, and releases of information.

FISCAL SNAPSHOT:

<table>
<thead>
<tr>
<th></th>
<th>FY16</th>
<th>FY17</th>
<th>FY18</th>
<th>Comments</th>
</tr>
</thead>
<tbody>
<tr>
<td>Total Program Budget</td>
<td>$531,767</td>
<td>$602,653</td>
<td>$594,878</td>
<td>In FY16 the program was awarded an increase of $40,000 for additional program support and $118,756 for the New and Expanded RFA.</td>
</tr>
<tr>
<td>JWB Allocation</td>
<td>$220,147</td>
<td>$350,143</td>
<td>$361,704</td>
<td></td>
</tr>
</tbody>
</table>

A full Program Monitoring Report is on file at JWB and can be requested at Kwoods@jwbpinellas.org.
<table>
<thead>
<tr>
<th>Percent of Total Program Budget represented by JWB Allocation</th>
<th>FY16</th>
<th>FY17</th>
<th>FY18</th>
<th>Comments</th>
</tr>
</thead>
<tbody>
<tr>
<td>Lapse</td>
<td>$8,307</td>
<td>$12,030</td>
<td>$7,536</td>
<td></td>
</tr>
<tr>
<td>Cost per Participant*</td>
<td>$1,009</td>
<td>$1,128</td>
<td>$1,224</td>
<td></td>
</tr>
<tr>
<td></td>
<td>(531,767/527)</td>
<td>(602,653/534)</td>
<td>(594,878/486)</td>
<td></td>
</tr>
</tbody>
</table>

*Cost per participant information is calculated as follows: Previous year’s total program budget/previous full year’s total participants.

PARTICIPANT DEMOGRAPHICS:
The age of adults ranged from 18 to 60 years with the majority between the ages of 25 and 34. About three fourths of the families entering shelter were single parent households (73% single parent – female head of household and 3% single parent – male head of household) with the majority of households earning less than $30,000 annually. While 70% of adult participants graduated from high school or earned an equivalent such as a GED, less than 10% had college degrees. According to Florida’s Council on Homelessness, the lack of access to affordable housing coupled with low paying jobs are factors contributing to homelessness in our community.1 Children ranged from birth to 17 years with more than half (54%) being elementary and middle school age followed by 35% ages four and younger.

PROGRAM OUTCOMES:

<table>
<thead>
<tr>
<th>Performance Measure Description</th>
<th>FY16 Target</th>
<th>FY16 Actual</th>
<th>FY17 Target</th>
<th>FY17 Actual</th>
<th>FY18 Target</th>
<th>FY18 Actual</th>
</tr>
</thead>
<tbody>
<tr>
<td>Percent of adults will have moved into stable housing by the time of program completion or case closure, whichever occurs first, as measured by case records.</td>
<td>50%</td>
<td>56%</td>
<td>65%</td>
<td>76%</td>
<td>65%</td>
<td>76%</td>
</tr>
<tr>
<td>Percent of families will demonstrate progression of self-sufficiency as measured by the Arizona Self-Sufficiency Matrix.</td>
<td>N/A</td>
<td>N/A</td>
<td>Baseline</td>
<td>79%</td>
<td>75%</td>
<td>78%</td>
</tr>
<tr>
<td>Percent of families will demonstrate a statistically significant increase in self-sufficiency as measured by pre- to post-domain scores on the Arizona Self-Sufficiency Matrix.</td>
<td>N/A</td>
<td>N/A</td>
<td>Met</td>
<td>Met</td>
<td>Met</td>
<td>Met</td>
</tr>
</tbody>
</table>

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A full Program Monitoring Report is on file at JWB and can be requested at Kwoods@jwbpinellas.org.
PROGRAM MONITORING ACTIVITIES:
The JWB assigned Program Consultant and Evaluator conducted program monitoring activities throughout the reporting period. Observations included facility tours, life skill groups, and child care services offered during life skills classes. Additionally, JWB staff had an administrative monitoring visit in October of 2017. During this review, JWB staff met with RCS Chief Operating Officer (COO) and staff to better understand roles and responsibilities, volunteer management, incident reporting, etc.

In March and April, the JWB Senior Program Consultant and Senior Program Evaluator led the staff to conduct various program monitoring activities. JWB staff met with program leadership to review current trends, challenges, staffing changes and utilization. JWB staff provided technical assistance to program leadership relative to the roles and responsibilities of the Follow-Up Case Manager. Based on programmatic challenges and available capacity, consensus was reached to incorporate a standardized follow up process for all participants exiting shelter. Under the newly revised methodology, Grace House staff now contacts all program participants at 30 days, six months, and 12 months following shelter. Participants who identify a need requiring additional supports will be offered Follow-Up Case Management services in order to promote ongoing family stability and avoid a need for more intensive support such as shelter.

A file review was conducted on 3/14/2018, overall, the program’s Data Accuracy score was 91% which demonstrated staffs’ continued efforts around collecting and maintaining quality data.

ANALYSIS OF PERFORMANCE:
RCS Grace House is designed to help families get back on their feet with the ultimate goal of securing safe and stable housing. For two consecutive years, the program exceeded its performance target by transitioning 76% of families to stable housing. The program is intended to serve families for eight weeks however exceptions can be made to allow up to twelve weeks which is the duration families have been staying, on average. During FY18, the intake specialist conducted 1,184 telephone screenings involving families in need of shelter. Of those, approximately 25% were automatically ineligible due to the program's specific acceptance criteria which includes passing a drug and alcohol screening prior to moving in; adults must be working or demonstrate a willingness to obtain employment within the first week of entering shelter, and have no violent criminal offenses within the last five years.

In addition to securing housing, the program works to identify and address other immediate needs the family may have using the Arizona Self-Sufficiency Matrix, a valid and reliable instrument completed by adult participants at intake and again when exiting shelter. More recently, the program has begun administering it with families who are no longer in shelter, but identified as needing more support at 30-day, six-month, and/or one year post shelter follow-up. During the reporting period, a total of 27 families presented with greater need when the Follow-Up Case Manager reached out to the family. Typically, the program works with these families for about 60 days however services are tailored based on need. Overall, 78% of families demonstrated improvement from pre- to post- matrix meaning the needs identified at program entry lessened and/or being met at case closure. In fact, there was a statistically significant difference from pre- to post- matrix which suggests that the change was not simply by chance, but that the services provided by program to include case management, connection to community resources, and life skills training actually helped families become more self-sufficient.

[Signatures]
Date: 7/20/19
Rebecce Albert, MSW
Senior Program Evaluator

[Signatures]
Date: 7/24/19
Jennifer Artiaga, LCSW
Senior Program Consultant

Page 3 of 4
A full Program Monitoring Report is on file at JWB and can be requested at Kwoods@jwbpinellas.org.
Karen Woods,
Program Administration Manager

Date: 2/20/19

Karen Boggess, MSW
Program Evaluation Manager

Date: 2/26/19

Judith Warren
Chief Operating Officer

Date: 2/26/19

Dr. Marcie A. Biddleman
Chief Executive Officer

Date: 2/28/19

A full Program Monitoring Report is on file at JWB and can be requested at Kwoods@jwbpinellas.org.
EXECUTIVE SUMMARY OF PROGRAM MONITORING REPORT

Agency: Religious Community Services, Inc.  
Program: The Haven of RCS  
Program Monitoring Reporting Period: 10/1/2017 through 9/30/2018

BRIEF PROGRAM DESCRIPTION:
The Haven of RCS (The Haven) empowers Pinellas County women and children affected by domestic violence through its two programs. Safe House is a 36-bed shelter that provides emergency housing to women and their children. The Outreach Center helps survivors secure access to services that contribute to self-sufficiency. The Outreach Center also has a 24-hour crisis hotline, support groups for women and children, and provides community training and education.

AGENCY/PROGRAM ACCOMPLISHMENTS:
Religious Community Services, Inc. (RCS) was the recipient of the 2018 Clearwater Regional Chamber’s Large Charity of the Year and Upper Tampa Bay Chamber Large Business of the Year. The agency created food pantries on five St. Petersburg College campuses and created strategic alliances with other thrift stores that allow program participants to receive clothing and small household items at no cost to them. Programmatically, The Haven of RCS experienced ongoing change and development in FY 18. With the support of JWB, the program was able to upgrade surface of the playground at Safe House to rubber mulch which significantly improved the safety and aesthetics of the facility. The program also purchased additional materials for support the youth participants.

TECHNICAL ASSISTANCE:
During FY18 RCS’s long serving finance positions experienced turnover. Philip DeBerry was hired in February of 2018. Upon his arrival, the JWB Senior Program Consultant and Senior Program and Financial Analyst began regular meetings with the new RCS Finance Team. During the remainder of the reporting period JWB staff and the RCS finance team worked together to better understand RCS financial processes, methods for establishing program expenses, allocation planning, to name a few. The intention of this work was to ensure information being reported to JWB aligned with actual service delivery. This work included methodology revisions to ensure the full scope of program services were included. In addition, JWB staff provided additional technical assistance relative to incident reporting, program implementation, and releases of information.
FISCAL SNAPSHOT:

<table>
<thead>
<tr>
<th></th>
<th>FY16</th>
<th>FY17</th>
<th>FY18</th>
<th>Comments</th>
</tr>
</thead>
<tbody>
<tr>
<td>Total Program Budget</td>
<td>$1,067,120</td>
<td>$1,149,333</td>
<td>$1,568,571</td>
<td>FY18 Program budget includes all costs of RCS Haven, including the Permanent Living Program</td>
</tr>
<tr>
<td>JWB Allocation</td>
<td>$104,382</td>
<td>$131,093</td>
<td>$225,026</td>
<td></td>
</tr>
<tr>
<td>Percent of Total Program Budget represented by JWB Allocation</td>
<td>10%</td>
<td>11%</td>
<td>14%</td>
<td></td>
</tr>
<tr>
<td>Lapse</td>
<td>$6,448</td>
<td>$43,423</td>
<td>$8,899</td>
<td></td>
</tr>
<tr>
<td>Cost per Participant*</td>
<td>$3,605</td>
<td>$3,781</td>
<td>$8,812</td>
<td>($1,067,120/296) ($1,149,333/304) ($1,568,571/178)</td>
</tr>
</tbody>
</table>

*Given the nature of program services and challenges obtaining an unduplicated count of participants served in Outreach services, the cost per participant information for The Haven is calculated as follows: Total program budget/Total shelter participants.

PARTICIPANT DEMOGRAPHICS:
The majority of adult participants served (84%) ranged from 18 to 49 years of age. Upon program entry, nearly 10% were pregnant. About 39% were employed; earning less than $35,000 a year. More than half were unemployed, and without income altogether. Studies suggest survivors of domestic violence experience greater difficulty staying employed due to abusive partners interfering. Also, survivors of domestic violence tend to be absent more from work because of physical and psychological health problems.1 More than half (58%) had been residing within one of the five identified high risk zones in Pinellas County prior to entering shelter. Children served in shelter ranged from birth to 17 years with 62% being ages four and younger.

PROGRAM OUTCOMES:

<table>
<thead>
<tr>
<th>Performance Measure Description</th>
<th>FY15</th>
<th>FY16</th>
<th>FY17</th>
</tr>
</thead>
<tbody>
<tr>
<td>Percent of adult participants who are in shelter for more than 72 hours will complete Safety Planning to include family safety and security.</td>
<td>98%</td>
<td>99%</td>
<td>98%</td>
</tr>
<tr>
<td>Percent of children in shelter for more than 72 hours shall have an assessment when they leave shelter.</td>
<td>N/A</td>
<td>N/A</td>
<td>Baseline</td>
</tr>
<tr>
<td></td>
<td>Target</td>
<td>Actual</td>
<td>Target</td>
</tr>
<tr>
<td></td>
<td>98%</td>
<td>99%</td>
<td>98%</td>
</tr>
<tr>
<td></td>
<td>N/A</td>
<td>N/A</td>
<td>Baseline</td>
</tr>
</tbody>
</table>


A full Program Monitoring Report is on file at JWB and can be requested at Kwoods@jwbpinellas.org.
PROGRAM MONITORING ACTIVITIES:
Early in FY18 the Executive Director of The Haven out on extended leave. While the Executive Director was on leave, the program underwent reorganization to align position titles and responsibilities to ensure the Shelter Director had personnel to provide needed supports and maintain operations. The Executive Director did return to programming in the reporting period, however, her position became vacant in June of 2018. This key leadership position remained vacant for the remainder of the fiscal year. As of the writing of this report, the position was filled on 12/10/2018. Additionally, JWB staff an administrative monitoring visit in October of 2017. During this review, JWB staff met with RCS Chief Operating Officer (COO) and staff to better understand roles and responsibilities, volunteer management, incident reporting, etc.

Due to the nature of domestic violence services and wanting to keep participants safe, traditional program monitoring cannot always be completed. With this noted, JWB staff observed program services through a variety of methods including facility tours, house meetings, classes on dating violence, staff meetings, and youth services. During observations, JWB staff observed several areas which presented as opportunities for improvement specifically, in the Youth Center. First, there appeared to be a lack of engagement with all youth despite low staff to participant ratio as observed. Second, the Youth Center was observed to be cluttered and tables and floors had obvious debris and were in need of cleaning. Youth office area was observed to be disorderly with stacks of paper and materials throughout. Lastly, facilitation of the youth support group was not observed to be conducted in an age appropriate, or trauma informed manner. Based on the observation, JWB presented concerns to JWB and RCS leadership. Through follow up collaborative meetings JWB presented several recommendations for improving services offered in the Youth Center at Shelter. In order to accomplish these recommendations, JWB provided $90,000 in additional financial support in FY18 to support a new Lead Youth Advocate position with more experience and training. JWB also supported additional participant expense funds to support child care, food and nutrition, and books as well as supplemental funds to provided more training to program staff. The contract amendment for this increase was executed in October 2017, however, the related budget amendment was not completed until April 2018 due to delays in FY18 budget approval and turnover of RCS finance staff. JWB staff provided technical assistance in the development of the new position profile.

The Haven continues to receive annual monitoring through FCADV. The FY18 FCADV Quality Assurance Final Monitoring Report was released on 4/12/2018 and a copy was provided to JWB. The FCADV Monitoring Reports are comprehensive and include fiscal, administrative, and programmatic elements. The report included 12 findings. On 8/1/2018 RCS received documentation from FCADV documenting compliance with the Monitoring Corrective Action Plan within the required timeframe.

ANALYSIS OF PERFORMANCE:
Domestic violence occurs when a former or current partner or family member is physically, sexually, and/or psychologically abusive. It involves patterns of threats and/or behaviors that harm, manipulate and control others.² During 2017 calendar year, there were 6,228 reported incidents of domestic violence including eight fatalities in Pinellas County.³ However, the number of reported incidents is presumably lower than the actual number due to underreporting which is known to occur for reasons such as fearing the abuser will find out and/or stigma associated with domestic violence. The Haven of RCS offers Shelter


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to victims of domestic violence when home is no longer safe. During FY18, the average length of shelter stay was approximately three months which is consistent across domestic violence service providers in Pinellas County. Historically, length of stay at this shelter averaged between six to eight weeks. The availability of affordable and sustainable housing may be contributing to the amount of time participants are needing shelter.

The negative impact of domestic violence extends well beyond the children and families directly involved. It is a burden to entire community; costs associated with this egregious crime includes law enforcement, emergency shelter, court, unemployment, foster care, health care, and so forth. According to a recent study conducted by Researchers at the University of South Florida, the economic impact of domestic violence is costing Pinellas County $132 million a year.4 JWB continues to invest in strategies known for preventing domestic violence which include teaching nurturing parenting skills, providing conflict resolution educational opportunities for young children, and increasing access to trauma informed trainings for early childhood educators and program staff.

As displayed in the table above, the program successfully achieved its performance targets by ensuring adults developed individualized Safety Plans and children were assessed for additional and follow-up needs prior to leaving shelter. In addition, adult support groups were offered about twice a week with a total of 98 groups held during the fiscal year. The program also increased supports for parents by offering educational sessions as well as child safety trainings which focused on nurturing parenting and infant safe sleep practices. The program offered 239 support groups for children throughout the year which occurred mostly on weekdays and included both structured and unstructured play time.

Jennifer Artiaga, LCSW
Senior Program Consultant
Date: 3/25/19

Rebecca Albert, MSW
Senior Program Evaluator
Date: 3/25/19

Karen Woods,
Program Administration Manager
Date: 3/25/19

Karen Boggess, MSW
Program Evaluation Manager
Date: 3/25/19

Judith Warren
Chief Operating Officer

Dr. Marcie A. Biddulph
Chief Executive Officer

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Page 4 of 4

A full Program Monitoring Report is on file at JWB and can be requested at Kwoods@jwbpinellash.com.
EXECUTIVE SUMMARY OF PROGRAM MONITORING REPORT

Agency: James B. Sanderlin Family Center, Inc.   Program: Sanderlin NFC
Program Monitoring Reporting Period: October 1st, 2017 through September 30th, 2018

BRIEF PROGRAM DESCRIPTION:
The Sanderlin NFC aligns with the mission of cultivating a community where children and families are valued, loved, and destined to succeed. Services focus on family, employment readiness, increasing education, improving health, economics, positive values, and the arts. Youth participants are ages 6-14 and are served in the areas of reading, writing, math and science. The geographical areas served are 33701, 33703, 33704, 33705, 33711, 33712, and 33713.

AGENCY/PROGRAM ACCOMPLISHMENTS:
In FY18 Sanderlin NFC experienced significant changes to improve service delivery. Changes included obtaining new leadership, restructuring staffing, and implementing a new program methodology. Other accomplishments include infrastructure and facility improvements, upgraded technology capacity, and increased collaborations with community partners.

TECHNICAL ASSISTANCE:
From June 5th through July 28th of 2018 the JWB Program Consultant and additional JWB staff provided intensive full day, on-site technical support to the Sanderlin NFC regarding operations, staffing, programming, and infrastructure. This support was provided following the resignation of the Executive Director and termination of the Chief Operating Officer and Faith-Based Literacy Program Director. JWB deployed its own staff to ensure the continuation of services to children and families.

FISCAL SNAPSHOT:

<table>
<thead>
<tr>
<th></th>
<th>FY16</th>
<th>FY17</th>
<th>FY18</th>
<th>Comments</th>
</tr>
</thead>
<tbody>
<tr>
<td>Total Program Budget</td>
<td>$932,931</td>
<td>$955,022</td>
<td>$1,023,287</td>
<td>In FY17, Sanderlin received a capital award in the amount of $132,718.</td>
</tr>
<tr>
<td>JWB Allocation</td>
<td>$861,004</td>
<td>$880,095</td>
<td>$948,360</td>
<td></td>
</tr>
<tr>
<td>Percent of Total Program Budget</td>
<td>92%</td>
<td>92%</td>
<td>93%</td>
<td></td>
</tr>
</tbody>
</table>

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<table>
<thead>
<tr>
<th>represented by JWB Allocation</th>
<th>FY16</th>
<th>FY17</th>
<th>FY18</th>
</tr>
</thead>
<tbody>
<tr>
<td>Lapse</td>
<td>$2,681</td>
<td>$60</td>
<td>$1,391</td>
</tr>
<tr>
<td>Cost per Participant*</td>
<td>$2,681 ($932,931/348)</td>
<td>$2,817 ($955,022/339)</td>
<td>$4,077 ($1,023,287/251)</td>
</tr>
</tbody>
</table>

*Cost per participant information is calculated as follows: Total program budget/Total actual participants.

PARTICIPANT DEMOGRAPHICS:
The majority of participants are Black/African American and 97% are not Hispanic. Of the 139 participants that specified their household income, 64% had an annual household income of less than $30,000. Most participants (84%) live in one of the five high-risk zones. The most common household arrangement was single-parent-female-headed-household, representing 59% of participants.

PROGRAM OUTCOMES:

<table>
<thead>
<tr>
<th>Performance Measure Description</th>
<th>FY16</th>
<th>FY17</th>
<th>FY18</th>
</tr>
</thead>
<tbody>
<tr>
<td>Number of community events reported</td>
<td>Baseline</td>
<td>47</td>
<td>40</td>
</tr>
<tr>
<td>Percent of participants who continue in the program for more than one year</td>
<td>Baseline</td>
<td>42%</td>
<td>73</td>
</tr>
<tr>
<td>Percent of youth who attend 70% of the program days</td>
<td>Baseline</td>
<td>38%</td>
<td>70%</td>
</tr>
<tr>
<td>Number of instances caring adults attend program events with youth participants</td>
<td>Baseline</td>
<td>71</td>
<td>54</td>
</tr>
<tr>
<td>Number of youth receiving the OST survey*</td>
<td>Baseline</td>
<td>40</td>
<td>55</td>
</tr>
<tr>
<td>Percent of youth who maintain or increase their letter grades for Math</td>
<td>Baseline</td>
<td>62%</td>
<td>68%</td>
</tr>
<tr>
<td>Percent of youth who maintain or increase their letter grades for Reading/Language Arts</td>
<td>Baseline</td>
<td>76%</td>
<td>70%</td>
</tr>
<tr>
<td>Number of Customer Satisfaction Surveys administered</td>
<td>Baseline</td>
<td>185</td>
<td>100</td>
</tr>
<tr>
<td>Percent of goals achieved by adults who receive Family Support services.</td>
<td>Baseline</td>
<td>99%</td>
<td>92</td>
</tr>
</tbody>
</table>

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*In FY16 and FY17 the number of participants receiving the OST Survey was based on two administration points, October and May. In FY18 the survey was revised to one administration point and a new survey methodology. For this reason, the FY18 target was set to Baseline.

PROGRAM MONITORING ACTIVITIES:

Operations and staffing

Assistance with the day to day operations, including payroll, fiscal, and administrative support, was provided by JWB finance staff and a temporary fiscal employee. Additional assistance was provided through strategic planning, staff and board training, and program policy development.

To rebuild morale and increase teamwork, the staff and leadership participated in activities such as a Restorative Circle, which emphasized strengthening staff relationships, and a True Colors training, which focused on understanding the strengths and challenges of an individual’s personality type.

Trainings were provided to all levels of the organization. The Sanderlin Board received training on board member roles and responsibilities, the interim director received training on background screening requirements, managers received training on best practices, and staff received training on data management and reporting. A training was also provided on the newly revised policies and procedures of Sanderlin NFC.

Programming

Summer programming occurred as previously planned on Monday through Thursday from 8:00am-5:30pm. Activities included arts and crafts, kickball and football, and various field trips: AMC Sundial, Dell Holmes Park, Astro Skate, Summer Book Bus, Celebration Station, Busch Gardens and the Tampa Zoo. Other activities included computer and reading time for youth participants and STEM projects such as building a robot. Youth to staff ratios were observed to be appropriate: 1:10, 1:15, 2:25, and 4:50-55.

During a brief observation of the Be True To You (BT2U) girls mentoring component, 17 youth participants were observed to be in their girls group awaiting direction for their program activity. The program environment appeared to be conducive to their learning environment. Positive affirmations, books, and magazines were seen throughout the room. The girls also appeared to take ownership of their space by keeping it clean. It was explained that the girls were typically between the ages 11-14. The BT2U schedule included a girl circle every Monday, dance every Tuesday, computer lab for science projects, and ice breakers. Activities were subject to change due to inclement weather, or if situations arose beyond the program staff’s control.

Due to the extended period of time being on site for technical assistance, best practices for participant safety was observed to need improvement. Recommendations were provided by JWB staff to limit liability from unsecured doors that were easily accessible by the public. Security cameras were also suggested to be moved to better monitor areas where youth are served. Throughout the technical assistance process input was received from staff serving in the following positions: youth development, family support, facility maintenance, community outreach, and administrative support.

A full Program Monitoring Report is on file at JWB and can be requested at Kwoods@jwbpinellas.org.
It was learned that staff could benefit from increased guidance, relevant trainings and program specific conferences. All of the staff interviewed expressed their desire to work at the Sanderlin Center, and expressed that they had a commitment in working with the youth. Staff were observed to need support and structure in their provision of service delivery. It was learned that some of the part-time tutors were not arriving during the most critical peak times of youth attendance, which resulted in tutoring services not being provided to the youth that had the most need. As a result, it was determined that the program methodology and service times would be revised to ensure effective programming could occur.

**Infrastructure**

Due to some observed and reported facility deficits, repairs and upgrades were completed. Broken toilets and defective fire alarm pull stations were replaced, and additional security cameras were installed. Pest control was also provided to resolve the reported issues with rodents. Additional maintenance included tree trimming, pressure cleaning to the exterior, restructuring of the technology system, and repainting of the building. A subsequent deep cleaning of the agency was also achieved.

**ANALYSIS OF PERFORMANCE:**

Performance was analyzed for the full fiscal year of which the majority was under previous leadership. The Interim Executive Director accepted the position as Executive Director effective Monday, August 27, 2018. The Sanderlin NFC has three prongs of service: community, individual adults, and individual youth. The number of events the agency held to reach members within their community appears to have declined from 43 events in FY17 to 18 in FY18. However, this decline is primarily due to a data entry issue; event documentation for FY18 was completed for only half the year due to a transition in staff. In the following year this measure will be refined to analyze large outreach events and regularly recurring group events separately. Technical assistance will be provided to ensure all outreach events are reported.

Adult services include basic needs assistance and coaching with a Family Support Specialist. Adults who receive family support services define goals to improve their quality of life and 99% of these goals are reported to be achieved by those that complete their family support plan. In addition, adults are asked to rate the services they received. Documentation of survey results was completed for only half the year, therefore substantially fewer surveys were analyzed compared to last year. Survey results, though limited, indicated high satisfaction of services provided.

Sanderlin youth programming focuses on academic support and youth enrichment. Compared to the previous fiscal year, more youth stayed in programming for more than one year, and the percent of youth that attended the program regularly nearly doubled. Ongoing regular attendance in afterschool programming has been demonstrated in research to have a positive effect on youth development and their academics.1

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A full Program Monitoring Report is on file at JWB and can be requested at Kwoods@jwbpinellas.org.
In FY18 approximately two-thirds of youth participants maintained or improved their grades in language arts and math, but the proportion of participants making gains in language arts has declined.

The Out-of-School-Time (OST) Survey was administered to youth participants to assess programming strengths and better understand participants’ experiences, outcomes, and goals. In FY18 revised survey questions and new survey procedures were implemented. This was done to collect more meaningful responses and better align with best research practices and revisions made by the survey creators. As part of the new survey procedure, administration took place once during the school year instead of twice per year, and participants that were very new to the program were excluded. Due to these changes, the number of surveys administered was baseline for FY18 and will be used to inform a new target for the following year.

Sanderlin NFC was able to survey 49 out of a possible 53 eligible participants, a 92% response rate. The responses to the survey indicate that most participants strongly agree staff cared about them, they learn to respect others, and finish their homework more often.

In June 2018, while on-site as the acting program director, the Sanderlin board president made a decision to halt new registrations of summer youth participants. This allowed the program to focus on change needed during the agency restructuring, but as summer is typically a period of high enrollment, this also resulted in fewer youth being served in FY18 compared to FY17. Youth programming has shifted leadership and structure. These developments and a stronger emphasis on parent engagement are hoped to make a positive impact on youth outcomes and will continue to be monitored.

Felicia Pizana  
Senior Program Consultant

Saba Arzola  
Senior Program Evaluator

Karen Woods  
Program Administration Manager

Karen Boggess  
Program Evaluation Manager

Judith Warren  
Chief Operating Officer

Dr. Marcie A. Biddleman  
Chief Executive Officer

Page 5 of 5

A full Program Monitoring Report is on file at JWB and can be requested at Kwoods@jwbpinellas.org.
EXECUTIVE SUMMARY OF PROGRAM MONITORING REPORT

Agency: James B. Sanderlin Family Center, Inc.
Program: Youth Development Foundation AKAkademy
Program Monitoring Reporting Period: October 1st, 2017 through September 30th, 2018

BRIEF PROGRAM DESCRIPTION:
YDF offers program components which consist of seminars, workshops, community service projects, and creative group activities. These activities provide opportunities for mentoring, educational development, and peer interaction to reduce the occurrence of high risk behavior, strengthen the family structure, and promote school success.

AGENCY/PROGRAM ACCOMPLISHMENTS:
The Youth Development Foundation AKAkademy successfully launched the Great Debate and awarded 24 academic scholarships to its youth participants. Program development of youth leadership and civic engagement was successfully planned in order to be launched in FY19.

TECHNICAL ASSISTANCE:
Technical assistance was provided to ensure the effective administration of the Out of School Time Survey. Additional assistance occurred through GEMS training, and feedback was provided to strengthen their volunteer process. Further technical assistance occurred following the on-boarding of the new Executive Director of the James B. Sanderlin Neighborhood Family Center. A soft introduction was provided to aid in communication and to assist in the renewal of FY19 subcontract.

FISCAL SNAPSHOT:

<table>
<thead>
<tr>
<th></th>
<th>FY16</th>
<th>FY17</th>
<th>FY18</th>
</tr>
</thead>
<tbody>
<tr>
<td>Total Program Budget</td>
<td>$310,517</td>
<td>$309,192</td>
<td>$310,395</td>
</tr>
<tr>
<td>JWB Allocation</td>
<td>$115,561</td>
<td>$109,861</td>
<td>$109,861</td>
</tr>
<tr>
<td>Percent of Total Program Budget represented by JWB Allocation</td>
<td>37%</td>
<td>36%</td>
<td>35%</td>
</tr>
<tr>
<td>Lapse</td>
<td>$438</td>
<td>$2,138</td>
<td>$2,531</td>
</tr>
<tr>
<td>Cost per Participant*</td>
<td>$819(310,517/379)</td>
<td>$820(309,192/377)</td>
<td>$910($310,395/341)</td>
</tr>
</tbody>
</table>

*Cost per participant information is calculated as follows: Total program budget/Total actual participants.

A full Program Monitoring Report is on file at JWB and can be requested at Kwoods@jwbinellas.org.
PARTICIPANT DEMOGRAPHICS:
The majority of participants (99%) are Black/African American and 98% are not Hispanic. There are more female participants (60%) compared to male participants. Over half of the participants had an annual household income of less than $30,000. Most participants (87%) live in one of the five high-risk zones.

PROGRAM OUTCOMES:

<table>
<thead>
<tr>
<th>Performance Measure Description</th>
<th>FY16</th>
<th>FY17</th>
<th>FY18</th>
</tr>
</thead>
<tbody>
<tr>
<td>Percent of participants who continue in the program for more than one year</td>
<td>Baseline</td>
<td>31%</td>
<td>70%</td>
</tr>
<tr>
<td>Percent of participants that have specific future plans upon exiting the program</td>
<td>Baseline</td>
<td>100%</td>
<td>100%</td>
</tr>
<tr>
<td>Number of children receiving OST Survey*</td>
<td>Baseline</td>
<td>337</td>
<td>350</td>
</tr>
<tr>
<td>Number of quarterly attendance uploads to SharePoint</td>
<td>Baseline</td>
<td>1</td>
<td>4</td>
</tr>
<tr>
<td>Number of group activities held by the program</td>
<td>Baseline</td>
<td>26</td>
<td>23</td>
</tr>
<tr>
<td>Count of family engagement events</td>
<td>Baseline</td>
<td>4</td>
<td>5</td>
</tr>
</tbody>
</table>

* In FY16 and FY17 the number of participants receiving the OST Survey was based on two administration points, October and May. In FY18 the survey was revised to one administration point and a new survey methodology. For this reason, the FY18 target was set to Baseline.

PROGRAM MONITORING ACTIVITIES:

In March of FY18, a program observation of a Scholastic Assessment Test (SAT) and American College Test (ACT) Princeton Review for youth participants was observed. Youth participants and parents were provided information on the differences in scoring, testing strategies, and the purpose of each test. Information was provided which included a list of schools from across the nation, minimum scores to qualify for financial aid, good scores for college entrance, and admittance rates. Youth participants were observed to ask questions and were also offered tips to succeed on test pacing, test preparation, test practice, and time management. There were over 60 youth participants observed to be in this session.

Observation of the AKAdeemy Great Debate also occurred during the month of March. Ten middle school youth and 13 high school youth debaters were observed. The topics of the debate were on the following: “should students be required to stand for the Pledge of Allegiance”, and “should ownership of

Page 2 of 4

A full Program Monitoring Report is on file at JWB and can be requested at Kwoods@jwbpinellas.org.
assault weapons be supported by the 2nd amendment”. All of the students were able to exercise their critical thinking skills, public speaking skills, and work together as a team. Guidance by the debate coaches was observed to be good support for all of the youth debaters. Preparation for this activity was reported to be a 4-week training which focused on coaching the youth participants on critical thinking, grammar, logic, and rhetoric.

An annual file review was conducted on the program’s adult volunteer files. The provider utilizes the Volunteer Employment Criminal History Screening system (VECHS) which does not allow a third-party review of their level 2 background screenings. Thirty-four adult volunteer files were reviewed for Affidavit of Good Moral Character forms, credentialing, and evidence of training. One out of 34 files did not show evidence of a completed Affidavit of Good Moral Character form, and was requested to be corrected. Volunteer profiles were consistently seen in each file which included professional experience, volunteer position, and demographics. Evidence of training included: mentoring the disadvantaged youth.

ANALYSIS OF PERFORMANCE:

A total of eight participant files were randomly selected and reviewed to assess accuracy and consistency between the organization’s files and the GEMS data system. Overall, the program’s Data Accuracy Score was 97%. Files were well organized and had exceptionally strong data accuracy and consistency between the paper files and GEMS data system. Errors were uncommon and typically were related to minor typographical errors. One area identified for improvement was ensuring that as participants continue on in the program that their school, address, and grade continue to be updated through their time in programming.

A few files had correct but outdated information. Technical assistance and training have been provided in person and by phone to support the Data Manager through the fiscal year. The majority of youth participants continue for more than one year, and their future plans are well documented upon program exit at high school graduation. Among program graduates, 93% reported they will be attending college, and the remaining reported they will be entering the military, starting an apprenticeship, or entering the workforce.

The Out-of-School-Time (OST) Survey was administered to youth participants to assess programming strengths and better understand participant’s experiences, outcomes, and goals. In FY18 revised survey questions and new survey procedures were implemented. This was done to collect more meaningful responses and better align with best research practices and revisions made by the survey creators. As part of the new survey procedure, administration took place once during the school year instead of twice per year, and participants that were very new to the program were excluded. Due to these changes, the number of surveys administered was baseline for FY18 and will be used to inform a new target for the following year.

YDF was able to survey 108 out of a possible 230 eligible participants, a 47% response rate. This response rate is below average compared to other JWB programs, however this is reflective of differences in the programming structure of YDF which serves an above average number of participants and does not typically meet at sites with a large computer lab available. The responses to the survey indicate that participants strongly agree staff cared about them, they learn to work together and respect others, and learn to avoid unsafe behavior.

Page 3 of 4

A full Program Monitoring Report is on file at JWB and can be requested at Kwoods@jwbpinellas.org.
Felicia Pizana  
Senior Program Consultant  

Sába Arzola  
Senior Program Evaluator  

Karen Woods  
Program Administration Manager  

Karen Boggess  
Program Evaluation Manager  

Judith Warren  
Chief Operating Officer  

Dr. Marcie A. Biddleman  
Chief Executive Officer  

A full Program Monitoring Report is on file at JWB and can be requested at Kwoods@jwbpinellas.org.
Recommended Action: Information Only

Strategic Plan Alignment: Administration

SOLE SOURCE

None at this time.

PURCHASING WAIVER

Strategy and Leadership LLC contract amount $14,000 plus travel expenses

A purchasing waiver was approved to waive JWB’s Purchasing Policy to obtain a minimum of three written quotations for purchases between $10,001 and $50,000 for on-site training sessions on the Technology of Participation Facilitation Methods. This specific training has been selected because the curriculum links specifically to the alignment model JWB has been using for the Children’s Mental Health Initiative. The Consensus Workshop produced good results in a very short timeframe and JWB leadership would like all JWB managers and others charged with facilitation responsibilities to be comfortable and adept with this model.

The cost for this two-day training offered in conjunction with the Institute for Cultural Affairs is $14,000 plus any travel expenses incurred. This fee includes all materials and workbooks. The course will equip participants to facilitate groups more effectively, make meetings more productive and efficient, focus a diverse group's energy on a common goal, create a sense of teamwork, and use a group's creativity to maximize productivity. They will be able to design many different types of meetings effectively and efficiently.

Methods to be taught:
1. The Focused Conversation
   Learn a structured process that helps plan and facilitate a meaningful exchange of ideas. Discover ways to involve every member in thinking through difficult issues. This process heightens effectiveness in facilitating virtually every form of group communication.

2. The Consensus Workshop
   Energize problem solving with a process that builds active participation and teamwork. Productively channel diverse ideas into consensus decisions everyone can own and support. Learn tools to facilitate groups to new levels of creativity and cooperation.
3. Action Planning
   This is a powerful implementation planning process which will enable JWB managers and other JWB staff that are charged with facilitation to help a group rapidly pull together an effective plan, organize needed resources, and mobilize individuals' energy into action.

Staff Resource:
   Brian Jaruszewski
   Diana Carro
   Lorrayne Hayes
Board of Directors Meeting

March 14, 2019

Open and Pending Solicitations

Item VI.F.

Recommended Action: Information Only

Strategic Plan Alignment: Administration

OPEN SOLICITATIONS

None at this time

PENDING SOLICITATIONS

Children’s Literacy Request for Proposals (RFP)

- **Nov-Dec 2018**: Needs Assessment/Requirements Gathering
- **January 2019**: Market Research
- **Feb-Mar 2019**: Draft RFP
- **03/21/2019**: Finance Committee Approve Release of RFP at 1:00 PM
  JWB, Edmonds Neri Conference Room
- **04/11/2019**: Board Approve Release of RFP at 9:00 AM
  JWB, Edmonds Neri Conference Room
- **04/15/2019**: RFP Released
- **05/08/2019**: Pre-Proposal Conference at 10:00 AM
  JWB, Edmonds Neri Conference Room
- **06/14/2019**: Proposals Due by 12:00 PM
- **07/30/2019**: Evaluation Committee Meeting at 9:00 AM
  JWB, Edmonds Neri Conference Room
- **07/31/2019**: Evaluation Committee Meeting at 9:00 AM
  JWB, Edmonds Neri Conference Room
- **08/07/2019-08/09/2019**: Interview Top Proposers, JWB, Conference Room 105
- **08/14/2019**: Evaluation Committee Meeting at 9:00 AM
  JWB, Edmonds Neri Conference Room
- **08/19/2019**: Present Recommendations to the JWB Executive Team at 1:00 PM
  JWB, Edmonds Neri Conference Room
- **08/29/2019**: Present Recommendations to the JWB Finance Committee at 1:30 PM
  JWB, Edmonds Neri Conference Room
- **09/12/2019**: Board Action to Award at 9:00 AM
  JWB, Edmonds Neri Conference Room
- **09/16/2019**: Announce Intent to Award
- **10/01/2019**: Execute Agreement
Early Learning Center Behavioral Support Request for Proposals (RFP)

<table>
<thead>
<tr>
<th>Date</th>
<th>Event Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>January 2019</td>
<td>Market Research</td>
</tr>
<tr>
<td>Feb-Mar 2019</td>
<td>Draft RFP</td>
</tr>
<tr>
<td>03/21/2019</td>
<td>Finance Committee Approve Release of RFP at 1:00 PM</td>
</tr>
<tr>
<td></td>
<td>JWB, Edmonds Neri Conference Room</td>
</tr>
<tr>
<td>04/11/2019</td>
<td>Board Approve Release of RFP at 9:00 AM</td>
</tr>
<tr>
<td></td>
<td>JWB, Edmonds Neri Conference Room</td>
</tr>
<tr>
<td>04/16/2019</td>
<td>RFP Released</td>
</tr>
<tr>
<td>05/07/2019</td>
<td>Pre-Proposal Conference at 1:00 PM</td>
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<tr>
<td></td>
<td>JWB, Edmonds Neri Conference Room</td>
</tr>
<tr>
<td>05/28/2019</td>
<td>Proposals Due by 12:00 PM</td>
</tr>
<tr>
<td>07/09/2019</td>
<td>Evaluation Committee Meeting at 9:00 AM</td>
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<td></td>
<td>JWB, Edmonds Neri Conference Room</td>
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<tr>
<td>07/22/2019-07/23/2019</td>
<td>Interview Top Proposers, JWB, Conference Room 105</td>
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<tr>
<td>08/01/2019</td>
<td>Evaluation Committee Meeting at 9:00 AM</td>
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<td></td>
<td>JWB, Edmonds Neri Conference Room</td>
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<tr>
<td>08/16/2019</td>
<td>Present Recommendations to the JWB Executive Team at 1:00 PM</td>
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<td></td>
<td>JWB, Edmonds Neri Conference Room</td>
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<tr>
<td>08/29/2019</td>
<td>Present Recommendations to the JWB Finance Committee</td>
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<td>JWB at 1:30 PM, JWB, Edmonds Neri Conference Room</td>
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<td>09/12/2019</td>
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<td>JWB, Edmonds Neri Conference Room</td>
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<tr>
<td>09/16/2019</td>
<td>Announce Intent to Award</td>
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<tr>
<td>10/01/2019</td>
<td>Execute Agreement</td>
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</table>

Middle School Academy Expansion Request for Proposals (RFP)

<table>
<thead>
<tr>
<th>Date</th>
<th>Event Description</th>
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<tbody>
<tr>
<td>January 2019</td>
<td>Market Research</td>
</tr>
<tr>
<td>Feb-Mar 2019</td>
<td>Draft RFP</td>
</tr>
<tr>
<td>03/21/2019</td>
<td>Finance Committee Approve Release of RFP at 1:00 PM</td>
</tr>
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<td></td>
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<tr>
<td>04/11/2019</td>
<td>Board Approve Release of RFP at 9:00 AM</td>
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<tr>
<td></td>
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<tr>
<td>04/12/2019</td>
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<td>04/26/2019</td>
<td>Pre-Proposal Conference at 2:00 PM</td>
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<tr>
<td>05/13/2019</td>
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<tr>
<td>06/11/2019</td>
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<tr>
<td></td>
<td>JWB, Edmonds Neri Conference Room</td>
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<td>06/17/2019</td>
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<td>06/25/2019</td>
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<tr>
<td>07/11/2019</td>
<td>Board Action to Award at 9:00 AM</td>
</tr>
<tr>
<td></td>
<td>JWB, Edmonds Neri Conference Room</td>
</tr>
<tr>
<td>07/15/2019</td>
<td>Announce Intent to Award</td>
</tr>
<tr>
<td>08/01/2019</td>
<td>Execute Agreement</td>
</tr>
</tbody>
</table>
Neighborhood Family Center (NFC) Audit Request for Proposals (RFP)

*JWB only assisting NFCs, JWB not awarding, nor executing contracts*

January 2019  
Market Research

Feb-Mar 2019  
Draft RFP

04/17/2019  
RFP Released

05/07/2019  
Pre-Proposal Conference at 9:30 AM  
JWB, Edmonds Neri Conference Room

05/17/2019  
Proposals Due by 12:00 PM

06/10/2019  
Evaluation Committee Meeting at 9:00 AM, JWB, Conference Room 105

06/24/2019  
Interview Top Proposers, JWB, Conference Room 105

06/28/2019  
Evaluation Committee Meeting and Award at 1:00 PM  
Juvenile Welfare Board, Conference Room 105

07/02/2019  
Announce Intent to Award

07/15/2019  
Execute Agreement

Staff Resource:  
Brian Jaruszewski  
Diana Carro  
Lorrayne Hayes
Board of Directors Meeting
March 14, 2019
Personnel Report

Recommended Action: Information Only

<table>
<thead>
<tr>
<th>February</th>
</tr>
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<tbody>
<tr>
<td><strong>New Hires:</strong></td>
</tr>
<tr>
<td><strong>Retirement:</strong></td>
</tr>
<tr>
<td><strong>Separations:</strong></td>
</tr>
<tr>
<td><strong>Promotions:</strong></td>
</tr>
<tr>
<td><strong>Anniversaries:</strong></td>
</tr>
<tr>
<td></td>
</tr>
</tbody>
</table>

Staff Resource: Nicholas Benedetto
### Board of Directors Meeting

**March 14, 2019**

**Calendar of Events**

<table>
<thead>
<tr>
<th>Item VI.H.</th>
</tr>
</thead>
</table>

**Recommended Action:** Information Only  

**Strategic Plan Alignment:** Administration

<table>
<thead>
<tr>
<th>Date</th>
<th>Time</th>
<th>Event Description</th>
</tr>
</thead>
</table>
| April 4, 2019 | 3:30 PM to 5:00 PM | **JWB South County Community Council Meeting**  
Gulfport Neighborhood Center  
1617 49th Street South  
Gulfport |
| April 4, 2019 | 5:30 PM to 7:00 PM | **JWB North County Community Council Meeting**  
Mattie Williams Neighborhood Family Center  
1003 Dr. Martin Luther King Jr. Street North  
Safety Harbor |
| April 4, 2019 | 6:00 PM to 7:30 PM | **JWB Mid-County Community Council Meeting**  
Pinellas Park Public Works Building  
6250 82nd Avenue North  
Pinellas Park |
| May 3, 2019  | 11:30 AM to 1:30 PM | **JWB Cooperman-Bogue KidsFirst Awards Luncheon**  
Hilton St. Petersburg Carillon Park  
950 Lake Carillon Drive  
St. Petersburg |

**Staff Resource:** April Putzulu
Board of Directors Meeting

March 14, 2019

Communications and Media Report

Item VI.I.

Recommended Action: Information Only

Strategic Plan Alignment: Administration

January 16, 2019 – February 15, 2019

- Article on 01/24/19 in Tampa Bay Newspapers about the government shutdown and aid available to federal employees who may be without pay in Pinellas County. JWB and the Family Services Initiative was highlighted in the article.

- Press release on 01/25/19 by PR Newswire about the Ultimate Medical Academy’s (UMA) recent Nonprofit of the Year designation. JWB was mentioned as one of UMA’s partner organizations.

- Press release on 01/29/19 by CISION about Thrive By Five Pinellas’ plans to transform early education programs and engagement in 2019. JWB was mentioned as one of the members of its Steering Committee and a key player in the early childhood landscape.

- Article on 02/05/19 in Tampa Bay Newspapers about the Pinellas County Commission’s Sleep Baby Safely Year proclamation. JWB and our partner agencies were featured for our work to protect babies from sleep-related suffocation deaths.

- Article on 02/13/19 by the Tampa Bay Times about additional candidates who filed to run for St. Petersburg City Council; candidates include Trenia Cox, a retired JWB employee.
JWB Facebook

- Total Page Likes: 1,695
- Total Average Impressions: 19,496
- Total Number of Reactions/Comments/Shares: 746
- Top Performing Facebook Post (Total Reach): 2,360

JWB Twitter

- Total Followers: 1,803
- Total Impressions: 17.2K
- Total Retweets/Replies/Likes: 86
- Top Performing Tweet (Impressions): 1,504
**JWB Instagram**

- Total Followers: 174
- Top Performing Instagram Post (Impressions): 148

![Instagram Post](image)

**JWB Website:**

- Total number of page views: 5,980
- Total number of unique page views: 4,266
- Total number of sessions per user: 1.27
- Total number of unique visitors/users: 1,575
- Total number of new visitors/users: 1,355
- Average pages viewed during a visit/session: 3.00
- Average time spent on the site per visit/session [in minutes]: 02:35
- Top page views by page:
  - Home (1,374)
  - Careers (291)
  - Team Members (288)
  - Board Meetings (271)
  - Providers (202)
  - Board Members (182)
JWB Speaking Engagements, Presentations, and Events:

1/16/19: Lealman Community District Services Summit
Community Planning Manager Yaridis Garcia represented JWB at a summit organized to discuss the challenges faced by residents in the Lealman community and opportunities for collaboration among community leaders. Ms. Garcia spoke about JWB’s mission, areas of focus, and initiatives benefiting children and families in Lealman.

1/18/19: Congressman Charlie Crist Visit
U.S. Congressman Charlie Crist and staffers attended the Family Services Initiative (FSI) Friday Morning Meeting held each week at JWB. After concerned calls from his constituents who were impacted by the federal government shutdown, his office connected with Senior Public Policy Officer Debra Prewitt who suggested the visit. Congressman Crist and staff were impressed with the coordinated system JWB has in place to provide real-time help to struggling Pinellas County families.

1/19/19: Baby Bonanza
South County Senior Planner Priscilla McFadden and JWB Neighborhood Outreach Coordinator Millicent Battle represented JWB at an event aimed at providing information and resources to families of infant children with about 100 in attendance.

1/21/19: Dr. Martin Luther King Jr. Day
In recognition of Martin Luther King Jr. Day, JWB Board, staff, and community partners filled tables at two breakfast events: the 25th Annual Dr. Martin Luther King Jr. Day Celebration in Clearwater sponsored by the NAACP Upper Pinellas Branch and City of Clearwater and the 33rd Annual Dr. Martin Luther King Jr. Leadership Awards Breakfast in St. Petersburg sponsored by the St. Petersburg Metropolitan Section of the National Council of Negro Women. In addition, JWB staff participated in various Day of Service activities and other MLK Day celebration events for youth and families throughout the county.

1/22/19: Sleep Baby Safely Year Proclamation by Pinellas County Commission
The Pinellas County Commission, led by Board Member and Commission Chair Karen Seel, proclaimed 2019 as Sleep Baby Safely Year, urging all Pinellas County citizens to sleep all babies safely so all children have the opportunity to celebrate their first birthday. Chief Administrative Officer Lynda Leedy presented alongside Commissioner Seel, thanking the more than 35 campaign partner champions in attendance. The proclamation was followed by a viewing of the Sleep Baby Safely PSA, a partnership between JWB and St. Petersburg Fire Rescue.

1/23/19: Reaching Across Generations Workshop
Community Facilitator Dawna Sarmiento conducted a Reaching Across Generations workshop with eight staff from The Salvation Army’s Sallie House. This training allows participants to gain an understanding and appreciation of the value individuals from various generations contribute.

1/23/18: True Colors Workshop
Community Facilitator Dawna Sarmiento facilitated a True Colors Assessment Workshop, which is designed to enhance communication skills and provide insight into personality of self and others. The training was attended by 15 residents of Grace House.

1/30/18: True Colors Workshop
Community Facilitator Dawna Sarmiento facilitated a True Colors Assessment Workshop, designed to enhance communication skills and provide insight into personality of self and others. Ten staff from Preserve Vision participated.
2/7/19: True Colors Workshop
Community Facilitator Dawna Sarmiento facilitated a True Colors Assessment Workshop, designed to enhance communication skills and provide insight into personality of self and others. Fifteen staff from 2-1-1 Tampa Bay Cares, Inc. attended.

2/13/19: Protective Factors: Building Stronger Families Workshop
Community Facilitator Dawna Sarmiento facilitated a Protective Factors: Building Stronger Families Workshop with 15 residents from Grace House. The workshop features a discussion of the key factors related to building stronger families according to the Protective Factors Framework.

2/14/19: Journey to Vitality and Protective Factors
Community Facilitator Dawna Sarmiento facilitated a Journey to Vitality and Protective Factors workshop, which is a way at looking at one’s life from a holistic perspective. Fifteen adult students attending St. Petersburg College’s Midtown Campus participated.

Staff Resource: April Putzulu
Gayle Christensen
Zebrina Edgerton-Maloy