

## Board of Directors Meeting

May 12, 2011

### Ratification of Finance Committee Actions

#### Item III.A.

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**Recommended Action:** Board Ratification and Approval of Actions taken at the April 25th, 2011 Finance Committee Meeting

Action 1: Ratify Item IV. JWB Technology Support approved by the Finance Committee.

Action 2: Ratify Item VI. The Child Care Executive Pool Action to provide JWB funded child care match dollars for ages 0 – 12.

**Issue:** Ratification and Approval of Finance Committee Actions

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**Background:** Attached please find the packet of information that was distributed at the April 25, 2011 Finance Committee meeting. Detailed information regarding Action 1 and 2 can be found in the attachment.



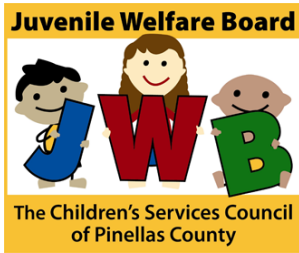
## **Agenda**

### **Finance Committee Meeting**

**April 25, 2011  
9:00 a.m.**

### **Juvenile Welfare Board Conference Room 191**

- I.** Request Approval of January 26, 2011 Finance Committee Notes
- II.** Foreclosure Status – Pinellas County and Comparison Data
- III.** Overview 2011/2012 Budget
  - Revenue Projections
  - Program Recommendations
  - Administrative Budget
- IV.** JWB Technology Support
- V.** Meeting Date for Decision Regarding Auditor and Bank Services
- VI.** Eligibility criteria for child care and out-of-school time



# Juvenile Welfare Board of Pinellas County

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## ITEM I

### Finance Committee Meeting Notes

January 26, 2011

8:30 a.m. – 10:00 a.m.

Room 185

**Committee Members Present:** Honorable Bob Dillinger, Maria Edmonds, Honorable Bernie McCabe, Elise Minkoff

**JWB Staff Present:** Gay Lancaster, Cindy Bell, Marcie Biddleman, Lisa Sahulka, Danielle Berche, Lynn De la Torre, Mike Warner

**Guests:** Cherry, Bekaert & Holland Staff: Scott Davis & John Gilberto, Martha Lenderman

**Agenda** – Addition: Elect a New Chair  
Approve Finance Committee Notes for March 22, 2010 and May 24, 2010

#### Election of New Chair

**ACTION:** Mr. Dillinger nominated Mr. McCabe as Chair of the Finance Committee, seconded by Mrs. Edmonds; no discussion; motion carried.

#### Approve Finance Committee Notes for March 22, 2010 and May 24, 2010

**ACTION:** Mr. Dillinger moved approval to accept notes as written, seconded by Mrs. Edmonds; motion carried.

#### Options for the Pinellas Park Building Sale

Staff presented four different scenarios regarding the sale of the Pinellas Park JWB building:

- Scenario #1 – Fiscal year with cash payment (\$2.5m)
  - \$1,000,000 – 3 annual payments beginning January 1, 2011
  - Rent payment – no payment until reach \$1.5. Increase rent by .10 each July

- Scenario #2 – Calendar year with cash payment (\$2.5m)  
--\$1,000,000 -3 annual payments beginning January 1, 2011  
--Rent payment – no payment until reach \$1.5. Increase rent by .10 each July
- Scenario #3 – Fiscal year without cash payment (\$2.5m)  
--Rent payment - no payment until reach \$2.5m. Increase rate by .10 each July
- Scenario #4 – Calendar year without cash payment (\$2.5m)  
--Rent payment - no payment until reach \$2.5m. Increase rate by .10 each July

Mr. McCabe asked if the rent included all operational costs. Mr. Dillinger asked when the 68<sup>th</sup> Street Building was last appraised and what was the value? Mrs. Lancaster confirmed the rent is inclusive of all operational costs and Ms. Bell said the building was appraised on December 29, 2010 at \$4,250,000.

**ACTION: Mr. Dillinger moved to proceed with the negotiations between JWB’s Executive Director and St. Petersburg College for the sale of the 68<sup>th</sup> Street Building (\$1m in cash paid in 3 installments of \$333,333; and an in-kind provision of free rent over a period of approximately eight years to equal \$1,500,000 bringing the transaction total to \$2,500,000; seconded by Mrs. Edmonds; no further discussion; motion carried.**

## Review of Audit

- A draft of the 2010 Audit was distributed for review
- JWB was commended for implementing new accounting policies before the required date
- Compliance with investment of public funds requirements
- No management letter comments – No Recommendations; issues were addressed throughout the year as they arose
- No violations of contracts or grant agreements
- Financial report filed with the Florida Department of Financial Services
- Matters of discussion included:
  - ◇ Mr. Dillinger requested a “clear” statement be added to all financial reports that addresses the decrease in property tax valuation and how it will affect future funding.
  - ◇ Mr. McCabe asked for clarification on the growth in fund balance when the ad valorem is reducing. Ms. Walterick referred to the financial summary; it is due to the combination of the net assets of the governmental activities and the business-type net assets, which increased; it also includes the addition of Pinellas Core Management Services, which was added as a blended component unit to the JWB’s governmental activities. Ms. Sahulka added typically there is approximately a 3% in lapse funding from agencies; the fund balance will decrease and eventually JWB will have \$3m for cash flow.
  - ◇ Mr. Dillinger requested clarification on the listing of annual leave. Mrs. Lancaster said it is a funded liability; JWB encourages employees to take leave and gives them the opportunity to cash in excess annual or sick leave. Employees are required to use at least 40 hours annual leave in order to cash in. Annual leave is paid in full value; sick leave is paid from 5% to 50%, according to length of employment.
  - ◇ Ms. Lenderman wanted to know why JWB uses modified accrual instead of full accrual. Ms.

Walterick said that was due to governmental guidelines.

***The Finance Committee commended the staff on their hard work throughout the year and congratulated them on the clean audit.***

**The Fund Balance Policy Update** was distributed for review. The Auditors and Finance Committee were asked to review the document and submit comments to Ms. Walterick. The Fund Balance Policy will be presented at the February Board Meeting for approval.

***Ms. Lenderman asked Ms. Lancaster and Mrs. Minkoff, PCMS Board Chair, to check with Ms. Flynn, JWB's Attorney, to determine the need for a Pinellas Core Management Services (PCMS) Board meeting to vote in new Board Members.***

## **FY 2011-2012 FUNDING PRIORITIES**

In preparation for further reductions in ad valorem revenues in FY 11/12-13/14 budget periods, staff is examining every funded program to assure maximum efficiency and efficacy of our portfolio of programs.

Staff is also reviewing the overall portfolio to determine if there are other opportunities to support systems of service and eliminate unnecessary duplication in administrative costs, poor outcomes and service silos.

There was a lengthy discussion regarding the Early Learning Coalition (ELC), the future of Coordinated Child Care (CCC), and the position JWB might take regarding funding of slots not covered under the proposed options. Mr. McCabe thinks JWB should wait and see what happens and then respond to the issue. Mrs. Lancaster told the Committee JWB staff is preparing a white paper that lays out all the information and will provide it to the full Board in March.

## **STATUS OF FY 10/11 INVESTMENT & POLICY**

Ms. Walterick and the Auditors recommended no changes in the Investment Policy. The Finance Committee agreed.

A Request for Proposal (RFP) will be conducted for Banking and Auditing Services, per policy requirements.

## **FY 2010-11 BUDGET AMENDMENTS**

Staff requested approval to realign the FY 2010-2011 original budget due to a staff/department re-alignment and other operational changes. The net decrease is \$257,237.

**ACTION: Mr. Dillinger moved to approve the budget amendments as submitted; seconded by Mrs. Edmonds; no discussion; motion carried.**

## **BUSINESS INTELLIGENCE (BI) CONTRACT**

JWB is expanding the existing functionality of its BI platform by adding new data analysis and reporting components. JWB staff is requesting approval of up to \$65,000 to engage Pragmatic Works for further BI development. These items are included in the current year's budget.

**ACTION: Mr. Dillinger moved to proceed with the Pragmatic Works contract, up to \$65,000; seconded by Mrs. Edmonds; no further discussion; motion carried.**

**Mr. Dillinger moved to adjourn at 9:55 a.m.**

Notes Respectfully Submitted by

Penny DeLacquesaux, JWB Executive Assistant

4/12/11

# Juvenile Welfare Board

April 25, 2011

## ITEM II

### Finance Committee Meeting

9:00 a.m.  
Conference Room 191

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## Foreclosure Activity and Home Price Index - Florida

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## Foreclosure Rate (State & County)

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## Top 10 Foreclosure Activity Counts (Florida Counties & Pinellas Cities)

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## Foreclosures

Pinellas County    Hillsborough County    Pasco County

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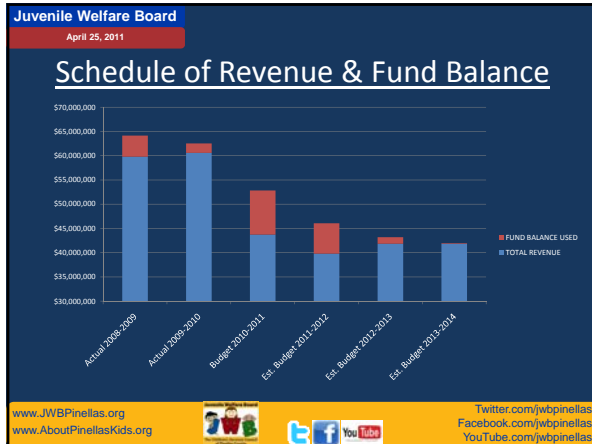
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## Cities with Greatest Drops in Home Sale Prices

City, State	Average Home Sales Price	Annual Quarterly % Change
Hobe Sound, FL	\$189,429	-29.28%
Clearwater Beach, FL*	\$343,479	-25.12%
Oldsmar, FL*	\$116,207	-24.27%
Marathon, FL	\$279,086	-22.95%
Bradenton Beach, FL	\$310,100	-22.32%
Deerfield Beach, FL	\$82,103	-21.97%
Indianlantic, FL	\$214,894	-21.55%
Largo, FL*	\$98,676	-20.51%
Apollo Beach, FL	\$164,620	-20.31%
Safety Harbor, FL*	\$142,330	-18.45%

\*City located in Pinellas County

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## JWB Administration

FY10/11 Original	FY11/12 Target
\$ 5,725,988	\$ 5,229,959

- Budget reduced \$250,303 in January 2011
- Additional estimated cuts needed for FY 11/12: \$300,000
- Estimated cuts for FY 12/13: \$600,000

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## Proposed Reductions

\$5M, based on the projected reduction in Ad Valorem Revenue for FY 11-12

- Reduce 12 staff from the current 53 to 41
- Increase the administrative cost rate from 9% to 12%

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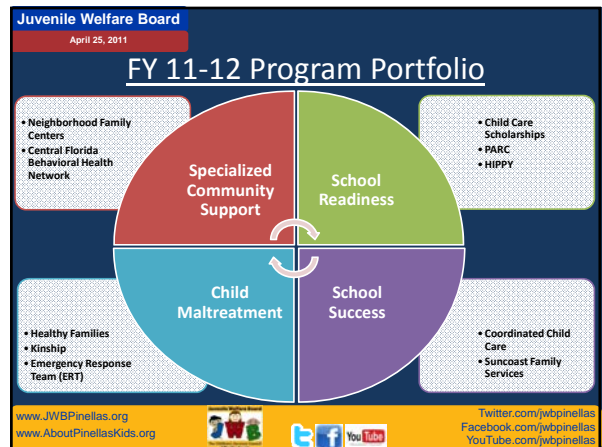
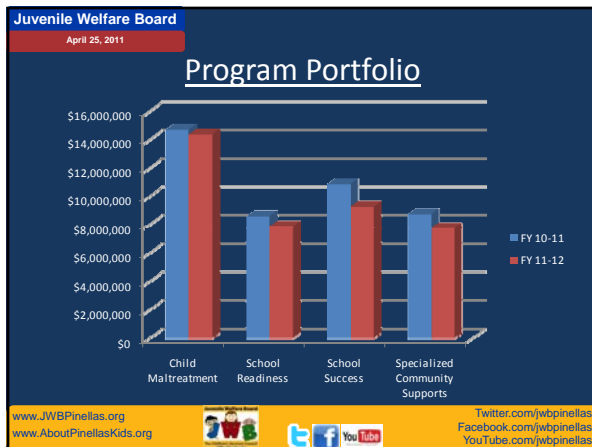
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## Program Portfolio Review

- Interdepartmental Team reviewed outcomes, methodologies, service level and community need for each JWB funded program.
- Emphasis was placed on:
  - Outcomes
  - Return on Investment (ROI)
  - Transition to primary prevention
- Emphasis on transitioning to evidence-based programs

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## Child Maltreatment

- Carlton Manor (-\$132k)
  - Other available funders (JWB Portion 9%)
  - 53 children served/\$28k cost per child served
- Emergency Response Team (minimum -\$250k)
  - Deep-end services
  - Temporary support provided initially to ease transition to community based care
  - Redesign services to create rapid access for protective investigators

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## Specialized Community Support

- Post Detention (-\$350K)
  - 45% of youth had new referrals after program services

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## School Readiness

- Coordinated Child Care Program Administration (-\$1.3M)

*Reason for reduction: CCC reduced administrative costs based on JWB request*

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## School Success

- Teen Truancy Court
  - 49% had more than 5 unexcused absences 90 days after case closure
- Truancy Outreach
  - 58% had more than 3 unexcused absences 90 days after case closure
- South County Truancy
  - 56% had more than 3 unexcused absences 90 days after case closure

*Reason for reduction: Truancy programs had low return on investment*

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## School Success

- Adolescent Residential Treatment
  - 50% of youth had new referrals after program services

*Reason for reduction: program had low return on investment*

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## Program Funding Transfers

- Adults Mentoring Children to Big Brothers Big Sisters
- Two Healthy Families teams to Nurse Family Partnerships or health clinics

*Reason for reduction/transfer: move to evidence-based models with highest return on investment*

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## Indicators of Emerging Needs

- High foreclosure activity in Pinellas County
- Between 2,100 and 2,500 homeless children have been reported to the school system each year since 2010.

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## Indicators of Emerging Needs

Pinellas County has the highest number of children in the child welfare system when compared to similar Florida Counties and other CSC Counties

	2004	2005	2006	2007	2008	2009	2010
Pinellas	6.42	6.28	6.55	6.82	4.95	4.63	5.48
Florida	4.80	6.36	6.24	4.17	3.46	3.17	3.18
Duval	6.61	7.66	7.64	6.90	4.46	2.88	3.05
Hillsborough	6.87	7.04	6.70	3.77	3.47	3.89	4.26
Orange	3.20	3.63	3.16	2.14	2.26	3.47	2.49
Palm Beach	2.52	3.20	3.88	2.76	2.78	3.84	1.82

Source: The Center for the Advancement of Child Welfare Practice, 2004-10

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## Indicators of Emerging Needs

- Increase in prescription drug use

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## Proposed Services Pool

Entry Point: 211 Tampa Bay Cares

Case Managers

Services Pool \$5M

Providers: wide menu of services available in Pinellas County to meet the needs of at-risk families

Types of Services: Scholarships, Home maker Services, Shelter, Food, Basic Needs, Family Counseling, Child care, Home repair, Transportation, After School Care, Health Services, Mental Health /Substance Abuse Counseling

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## School Success

Recommended change in funding method for service delivery (\$1.6m)

- Girl Scouts (\$210k)
- PAR Alpha (\$68k)
- Youth Development Initiatives (\$185k)
- Youth Development Foundation (\$131k)
- Emergency Response Team (\$982k)

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**PROPOSED BUDGET**

**ITEM III.**

	<u>BUDGET</u> <u>2010-11</u>	<u>Proposed</u> <u>Reduction</u>	<u>Estimated</u> <u>BUDGET</u> <u>2011-12</u>	<u>Proposed</u> <u>Reduction</u>	<u>Estimated</u> <u>BUDGET</u> <u>2012-13</u>	<u>Proposed</u> <u>Reduction</u>	<u>Estimated</u> <u>BUDGET</u> <u>2013-14</u>
REVENUE			-6%		-2%		0%
Property Taxes Proposed	<b>\$46,219,848</b>		\$43,446,657		\$42,577,724		\$42,577,724
Estimated at:	96.5%		96.5%		96.5%		96.5%
Property Taxes	<b>44,602,153</b>		41,926,024		41,087,504		41,087,504
Other revenues	<b>1,395,901</b>		736,401		736,401		736,401
<b>TOTAL REVENUE</b>	<b><u>45,998,054</u></b>		<b><u>42,662,425</u></b>		<b><u>41,823,905</u></b>		<b><u>41,823,905</u></b>
 EXPENDITURES							
Human Services	<b>47,686,022</b>	(5,776,065)	41,909,957	(5,700,000)	36,209,957	(1,500,000)	34,709,957
General Government							
Administration	<b>5,725,988</b>		5,541,536		5,541,536		5,541,536
ASO	<b>384,630</b>		407,313		407,313		407,313
Other General Government-NonOperating	<b>350,265</b>		166,140		166,140		166,140
Tax Collector/Property Appraiser Fees	<b>952,718</b>		884,639		862,838		862,838
<b>TOTAL EXPENDITURES</b>	<b><u>55,099,623</u></b>		<b><u>48,909,585</u></b>		<b><u>43,187,784</u></b>		<b><u>41,687,784</u></b>
 Expenses over Revenues - Revenue to be covered from Fund Balance	<b>(9,101,568)</b>		(6,247,160)		(1,363,879)		136,121
 FUND BALANCE, Beginning of Year	<b>18,637,094</b>		9,963,005		4,049,178		3,018,632
Building sale	<b>333,333</b>		333,333		333,333		
Rent saved	<b>94,146</b>						
Used	<b>(9,101,568)</b>		(6,247,160)		(1,363,879)		136,121
<b>FUND BALANCE, End of Year</b>	<b><u>9,963,005</u></b>		<b><u>4,049,178</u></b>		<b><u>3,018,632</u></b>		<b><u>3,154,753</u></b>
Fund Balance 20% Maximum	11,019,925		9,781,917		8,637,557		8,337,557
Fund Balance 3% Minimum	1,652,989		1,467,288		1,295,634		1,250,634

**INTERNAL MEMO**

To: JWB Finance Committee  
From: Michael Warner, Business Intelligence Analyst  
Date: April 25, 2011  
Subject: Business Technology Services

**Action:**

Approve one-time expenses related to integrating JWB and Pinellas County's broadband network, telephone system and user support, allowing JWB to realize a reduction in technology spending of approximately \$200K from fiscal year 2008 to 2012. The integration will start once full Board approval is granted and is expected to take 90 days to full implementation. The annualized contract with the County is expected to be \$200,000.

**The proposal:**

JWB and Pinellas County's Business Technology Services have been discussing efficiencies that can be achieved by integrating JWB onto the County's network and technology infrastructure. The County has a breadth of expertise and infrastructure which exceeds JWB's fiscal resources, particularly in the area of network infrastructure. Several levels of cooperation were discussed and three projects were identified as being immediately beneficial to both parties:

**1. Internet connectivity**

The County network already exists in the JWB building and provides connectivity to the Health & Human Services Coordinating Council. Integrating JWB onto that network provides the infrastructure to tap into other County-based resources described below. This would reduce JWB costs from \$42,736 to \$12,000 per year.

**2. VOIP Telephone service**

Pinellas County has recently implemented a Cisco phone system throughout their network. By joining this system, JWB would gain system efficiencies and cost savings (\$11 per month per employee vs. the current \$45 per month per employee).

### 3. Desktop User Support

For the past several years JWB has been using a “thin client” computing model (dumb terminals that connect to a server with the applications) but has more recently been moving to a traditional desktop computer model. The County has the infrastructure and expertise necessary to support JWB users at a reduced cost of approximately \$180,000 annually.

#### Initial Costs

The upfront cost to purchase and install the necessary networking hardware, as well as the VOIP telephones, is expected to range between \$25,000 and \$50,000. In order for the County to provide desktop support, JWB must use computers that are compatible with their support infrastructure, requiring a one-time cost of up to \$50,000. Money is available in the technology budget to cover these expenses.

#### Cost Savings

As detailed below, the anticipated dollars saved by network integration with Pinellas County is approximately \$200K a year.

From fiscal year 08/09 to 11/12, JWB’s spending on technology has decreased by approximately 21%, but the work has expanded in scope to include new activities such as business intelligence, community collaboration on technology projects, and advanced mapping, among others. The opportunity to reduce spending has been largely produced through increased efficiencies and right-sizing JWB’s technology assets.

Integration between JWB and Pinellas County is another example of an efficiency that will allow JWB to support staff, programs and partners in an excellent and cost effective way. Below are the budgeted amounts for 08/09 to 11/12 fiscal years.

<b>Annual Technology Budgets</b>			<b>Projected</b>
<b>2008/2009</b>	<b>2009/2010</b>	<b>2010/2011 Revised</b>	<b>2011/2012 Proposed</b>
\$1,013,824	\$977,169	\$807,181	\$800,903

Beyond the scope presented in this memo, there are further opportunities for technology collaboration with Pinellas County. They include additional server hosting and maintenance, software licensing, and gaining access to enterprise class tools that might otherwise be out of reach. The benefit and details of implementation for these projects is still in discussion, but it is anticipated that further cost reductions can be achieved, particularly in the areas of hardware maintenance and server hosting.

## Juvenile Welfare Board



The Children's Services Council  
of Pinellas County

14155 58th Street North  
Suite 100  
Clearwater, FL 33760

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Gubernatorial Appointee

**Elise Minkoff, Vice Chair**  
Gubernatorial Appointee

**Maria Edmonds, Secretary**  
Gubernatorial Appointee

**The Honorable Bob Dillinger**  
Public Defender

**The Honorable Raymond O. Gross**  
Judge of the 6th Circuit Court

**Julie Janssen, Ed.D.**  
Pinellas County  
Schools Superintendent

**The Honorable Bernie McCabe**  
State Attorney

**The Honorable Karen Seel**  
Pinellas County Commissioner

**James D. Sewell, Ph.D.**  
Gubernatorial Appointee

**Joseph Smith**  
Gubernatorial Appointee

**D. Gay Lancaster**  
Executive Director

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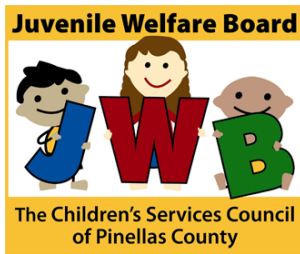


**ITEM V.**

## INTERNAL MEMO

To: Finance Committee JWB Board Members  
From: Sue Walterick, Finance Director  
Date: April 25, 2011  
Subject: Meeting Date for selection of Auditor and Bank

Staff issued the RFP for Auditor on April 8, 2011 and the RFP for Banking Services on April 15, 2011. Proposals will be returned and reviewed during the beginning of May. Staff would like to meet with the Finance Committee on May 23, 2011 at 9:00 a.m. to review the scores and move forward with the selection of proposers.



## Finance Committee Meeting

April 25, 2011

Conference Room 191, 9:00 a.m.

ITEM VI.

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<b>Recommended Action:</b>	Direct Staff to Establish Eligibility Criteria for Child Care and Out-of-School Time (OST) <ul style="list-style-type: none"><li>• Establish eligibility for child care executive pool match dollars from ages 0-12.</li><li>• Establish a market rate unit cost for child care to \$5,400 per child per year, a \$1,200 increase. The average cost for OST would raise by \$1K to \$4,480 per child per year.</li></ul>
<b>Issue:</b>	Improve the Quality of Child Care
<b>Program:</b>	JWB Subsidized Child Care and OST
<b>Budget Impact:</b>	Less Child Care/OST slots would be available but the quality of care would be substantially higher
<b>Strategic Plan Goal:</b>	School Readiness

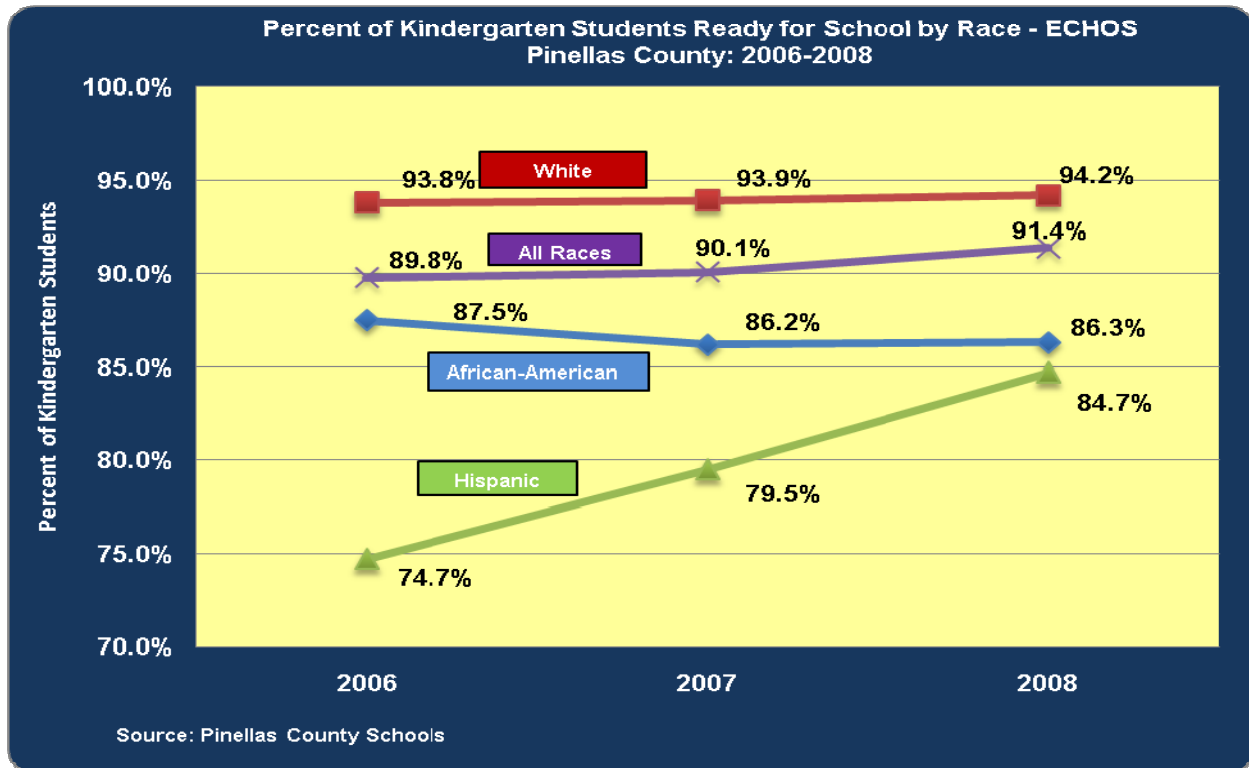
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### Background:

Staff has been working with Coordinated Child Care (CCC) to improve quality child care and after-school services in Pinellas County.

The guiding principle for this strategy is to provide low-income children with the opportunity to enter school ready to learn and succeed in school. For the duration of the Five-Star Program, very few child care centers and homes received multiple star ratings. (see attached map) The Quality Rating Improvement System (QRIS) has not yet been implemented.

There is clear evidence that low-income children are less ready for school than other children. Therefore, paying a competitive rate for their care will allow children to receive services from providers who meet minimum standards which assures high quality care.



In order to make a measurable impact now, staff is proposing in collaboration with CCC and the Early Learning Coalition, to adjust the system for JWB child care/OST purchasing to set mandatory quality standards. All providers must meet the following criteria:

1. Licensed
2. Evidence-based curriculum approved by the JWB Research department
3. Increased Staff Education
4. NAEYC Standards for ratios and group size
5. Offering enrichment opportunities for Out-of-school Time

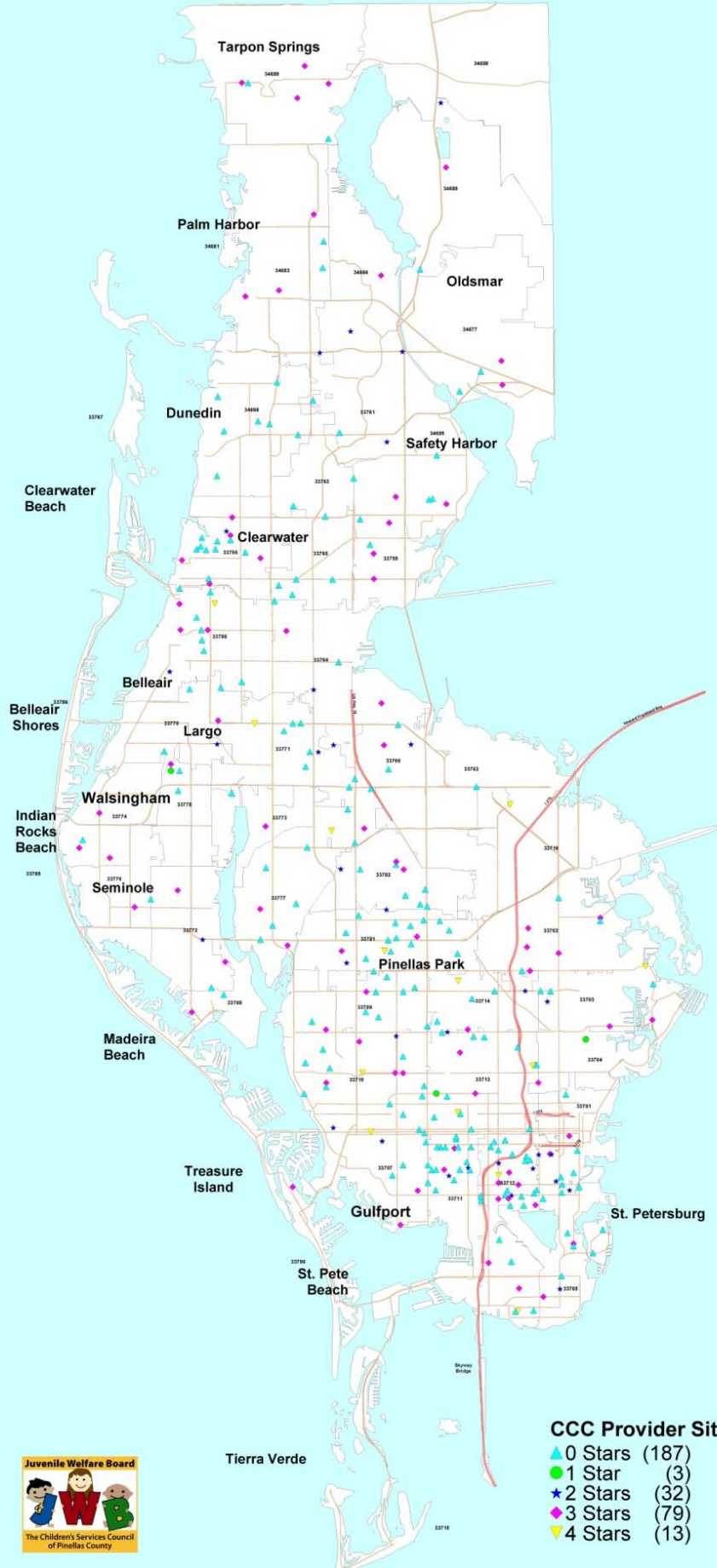
Additionally, staff is recommending increasing the per slot rate to 2010 market level. The current level paid by ELC is approximately \$1,000 - \$1,200 below this rate. This would provide the revenue necessary to move to Bachelor's level staff. Although fewer children will be served, these children will have a greater potential to be school ready.

Staff is also seeking a mechanism to address the gap in service created by the new ELC eligibility criteria. Five hundred 9-12 year olds will lose care as of August 21, 2011.

Staff has met with the City of St. Petersburg to request additional match dollars for the Child Care Executive Partnership Pool. (CCEPP) It is also recommended that the \$900K JWB investment in CCEPP, which generates \$1.8M, be available for children 0-12.



# Child Care Centers with Star Ratings



**CCC Provider Sites**

▲ 0 Stars	(187)
● 1 Star	(3)
★ 2 Stars	(32)
◆ 3 Stars	(79)
▼ 4 Stars	(13)

