

Regular Meeting 12/13/01

TO: Juvenile Welfare Board Members

FROM: James E. Mills, Executive Director
Browning Spence, Director, Strategic & Community Planning *JBS*

STRATEGIC PLAN UPDATE

The two attached documents provide: (1) a detailed review of Strategic Plan activities and accomplishments for the past year and (2) a three year summary. The Action Plan was approved by the Board in May 1998, and in the following three years JWB significantly changed the way it did business. Highlights include:

- **Results Management System** implementation transformed funded agency and JWB accountability. Web-based SAMIS streamlined the budgeting and reimbursement process and, for the first time, provided an unduplicated count of people served. A.S.S.E.T. provided a standards-based assessment process that focused on improving agency functioning. A systematic review of measurable objectives will significantly increase the ability to determine the impact of services.
- **Prevention and Development Funding** expansion has resulted in 25 new programs that served 6,331 children with individual services and 37,887 children and 8,836 adults in 1,954 group activities.
- **Community Involvement and Mobilization** strategies resulted in increasing community awareness of JWB and the needs of children and families and the participation of municipalities, agencies, civic and neighborhood groups, businesses, religious organizations and individuals in an effort to "Take Time for Kids" and "Helping Children and Youth Succeed".
- **Partnership** development with federal, state, regional and local entities has increased services and improved coordination and system effectiveness.
- **Training** has been expanded and redirected to support Plan objectives through the creation of organizational development training to assist new and smaller agencies and the BEST Initiative has trained hundred of staff working with youth in the latest youth development strategies.
- **Technology** upgrades in JWB and in the funded agencies have increased the ability to access internet resources, improved efficiency and provided expanded opportunities for program participants.
- **Results from Key Indicators:** Substance Free, Responsible Sexuality, and Non-Violence (See Page 2).

KEY INDICATORS

DESCRIPTION	YEAR	PINELLAS Percent Change	FLORIDA Percent Change
Verified Child Abuse	1993-00	-28%	-12%
Verified Child Neglect	1993-00	-38%	-31%
Juvenile Arrests	1990-99	-24%*	+20%
Violent Felony Arrests	1992-00	+16%	+29%
Violent Misdemeanor Arrests	1992-00	+79%	+87%
Teen Births	1990-99	-31%	-30%
Fifth Grade Alcohol Use	1994-00	-43%	N.A.
Eighth Grade Alcohol Use	1994-00	-9%**	N.A.
Twelfth Grade Alcohol Use	1994-00	No Change	N.A.

*Pinellas still has higher rate than the state

**Overall trend in down, but use from 1998-00 increased 11%

There was 20% increase in the youth population in the 1990's

Source: Pinellas Profile, June 2001

2000-01 JWB STRATEGIC PLAN REPORT

<i>I. Strategic Results Management System</i>		
Activities	Accomplishments	Comments
A. Services and Activities Management Information System (SAMIS)	<ul style="list-style-type: none"> ◆ Measurable objective module completed. ◆ R&E set-up data collection screens for each program. ◆ Agencies began entering measurable objective data into SAMIS during a 4-month rollout period. ◆ SAMIS has been implemented in Duval County. In addition, Broward, Martin, and Palm Beach Children's Services Councils are in the planning stages and will implement between January and March of 2002. ◆ Enhancements to the SAMIS system, based on user input from User Group session in January 2001 include: <ul style="list-style-type: none"> (a) Reverse Electronic Data Interchange (EDI) completed (b) Measurable Objectives Web Based Reporting. (c) Performance Report (d) Individual Client Level Detail Report (e) Numerous improvements in the data entry process for the agencies such as the removal of default data entry selections. ◆ SAMIS copyright obtained. ◆ Improved fiscal accountability through integration of Great Plains accounting software with SAMIS. ◆ Responded to 80 SAMIS data requests from agencies and JWB staff 	<ul style="list-style-type: none"> ◆ The design phase for Measurable Objective Reports from SAMIS is nearing completion. ◆ Ongoing technical assistance provided to agencies entering measurable objective data into SAMIS. (Approximately 80 hours) ◆ Expands financial base for support of SAMIS, lowers JWB maintenance costs, increases potential applications and capacity. ◆ Reverse EDI will provide agencies with the ability to receive their program data (excluding measurable objective data) back in an Access database that can be queried and analyzed by the agency. ◆ The reports are scheduled to be available to users in February 2002. ◆ This report will provide a summary of the information entered into the SAMIS Program component and is displayed at the Agency and Program levels. When the report is run at the Program level, the report will include a comparison of persons entered into SAMIS and the program Minimum Service Levels (MSI) detail in the JWB contract. ◆ This report displays all the data entered for case and the client, including Measurable Objectives information. This report is used by the agency to review the quality of the data entered into SAMIS.

I. Strategic Results Management System (Cont.)		
Activities	Accomplishments	Comments
B. Funding	<ul style="list-style-type: none"> ◆ New agencies/programs funded 14 ◆ Program expansion - 36 ◆ Program accountability funding - \$273,730 (Total OTO/ongoing funding) ◆ Agencies/Programs funded through program accountability - 112. ◆ Collaboration with United Way and Community Foundation on equipment and renovation funding. ◆ Revenue maximization strategy implemented to draw down Title 4-e federal funds. ◆ Transferred funding for Asian Family Services to Gulf Coast Community care. Co-located with Southeast Asian Pre-School. ◆ Funded \$350,000 in Middle-School Aged Summer Scholarship. ◆ 5,000 hours of technical assistance provided to contract agencies. ◆ Funded PEMHS for Alternative for Children in Crisis pilot program for young children experiencing a behavioral/emotional crisis. ◆ New and Expanded Process revised to be more responsive to community. ◆ Assisted Garden Villas NFC to prepare for October 1, 2001, transfer from Operation PAR to new non-profit organization. ◆ Met Strategic Plan target for distribution of funds between Community and Human Development, Personal Problem Solving, and Support. ◆ Integrated Results Management System data into contract monitoring 	<ul style="list-style-type: none"> ◆ New and expanded funding May 1998 through present - \$2,329,602 (Annualized) ◆ Third year for the collaboration. ◆ \$175,963 has been received since program inception. ◆ New location in North St. Petersburg is more central to Asian population. ◆ Existing funds at PEMHS redirected to new pilot program. Pilot operated in collaboration with Directions for Mental Health and Suncoast Center for Community Mental Health. ◆ Process included: advanced notice of criteria; two presentations on Strategic Plan, resiliency framework, theory of change; provided eight week application period. ◆ See attached chart.

I. Strategic Results Management System (Cont.)		
Activities	Accomplishments	Comments
C. Agency Self-Study Efficacy Tool (A.S.S.E.T.)	<ul style="list-style-type: none"> ◆ 22 JWB funded agencies are A.S.S.E.T certified ◆ 22 JWB funded agencies are currently engaged in the A.S.S.E.T. Comprehensive Review process. ◆ Copyright registration granted. ◆ Recruited a total of 44 funded agency volunteers as peer reviewers representing – 43% of funded agencies. ◆ Networking sessions have been implemented. These sessions are participant driven and offer support and the exchange of ideas as they relate to the A.S.S.E.T. process. 	<ul style="list-style-type: none"> ◆ Self-study training is available to all JWB funded agencies beginning the A.S.S.E.T. process on a quarterly basis. ◆ In 2002, the A.S.S.E.T. process will be thoroughly evaluated, feedback will be reviewed, and focus groups will be conducted. Necessary changes and improvements will be made to both the standards and the policy and procedures.
II. Organizational Knowledge Base		
A. Community Asset Inventory	<ul style="list-style-type: none"> ◆ Board allocated funds to Pinellas Cares in February 2001 to merge the Community Asset Inventory database with the Helpline database. 	<ul style="list-style-type: none"> ◆ Data from the Community Asset Inventory and Helpline databases can be obtained by contacting the Helpline who will maintain and update the database.
B. Pinellas Profile	<ul style="list-style-type: none"> ◆ Report released June 2001 ◆ Brief released October 2001 ◆ Report Online at the JWB Website October 2001 ◆ Brief Online at the JWB Website (November 01) 	<ul style="list-style-type: none"> ◆ Next report will be released June 2002.
C. Hispanic Needs Assessment	<ul style="list-style-type: none"> ◆ UNO sponsored Hispanic Needs Assessment completed and dissemination of results begun. ◆ Final Needs Assessment Report submitted May 2001. 	<ul style="list-style-type: none"> ◆ Over 400 surveys, 6 focus groups and 32 key informal interviews completed. ◆ UNO increased community awareness by making presentations. ◆ UNO continued to enlist volunteers to assist in advocating for Hispanic community.

<i>Organizational Knowledge Base (Cont.)</i>		
Activities	Accomplishments	Comments
D. Youth Mapping	<ul style="list-style-type: none"> ◆ Community reports were prepared for Oldsmar, Dunedin, Highpoint and Childs Park. ◆ Youth mapping website completed. ◆ Planning initiated for development of teen information line answered by youth. Project in cooperation with 61-C Youth Center and Pinellas Cares. 	<ul style="list-style-type: none"> ◆ Two forums were held in each community to discuss the findings from the mapping effort. ◆ Teen information line to include information on scholarship opportunities, jobs, school community events, community involvement, volunteer opportunities, and fun things to do.
E. Resiliency Assessment	<ul style="list-style-type: none"> ◆ Search Institute Survey conducted in Largo Middle and High Schools through Largo Community Partners and JWB's Community Mobilization campaign. 	<ul style="list-style-type: none"> ◆ Exploring opportunities to collaborate with the University of South Florida to develop a resiliency tool.
F. Substance Abuse Prevalence Study	<ul style="list-style-type: none"> ◆ 2000 Substance Abuse Prevalence Study report released in December 2000. ◆ Plans for 2002 Substance Abuse Prevalence Study underway; survey to be conducted in selected Pinellas County Schools. 	<ul style="list-style-type: none"> ◆ Results from 2000 Study placed on JWB website ◆ 2002 Substance Abuse Prevalence Study report will be available in hard copy and on the web in December 2002. ◆ Joint effort of JWB, the School Board, and Operation PAR.
G. Social Indicator Report (SIR)	<ul style="list-style-type: none"> ◆ Exploring joint project with Pinellas Safe Start on violence and exposure to violence against youth age 0 to 6. 	<ul style="list-style-type: none"> ◆ Anticipated publication of next SIR in the summer of 2002.
III. Community Ownership of Results		
A. Social Marketing Campaign	<ul style="list-style-type: none"> ◆ The <i>Take Time for Kids</i> campaign theme continued, including collaboration with business, non-profit, and public relations professional partners. 	<ul style="list-style-type: none"> ◆ Parent workshop held 10/00 in cooperation with the Florida Holocaust Museum and <u>St. Petersburg Times</u> Newspapers in Education (NIE). ◆ Continuation of sponsorship of NIE to 200 middle school classrooms for second semester, with more than 650 thank you notes from students and teachers. ◆ <i>Take Time for Kids</i> Youth Essay Contest included in JWB Annual Report, with additional youth involved in judging (Pinellas County Board of County Commissioners Youth Advisory Committee) ◆ In collaboration with Minor League baseball, two ads with <i>Take Time for Kids</i> placed in national publications (at no charge to JWB), and 5,000 <i>Take Time for Kids</i> postcards distributed at Clearwater Phillies <u>Back to School</u> game. ◆ JWB web site added section on <i>Take Time for Kids</i> including resource information.

II Community Ownership of Results		
Activities	Activities	Activities
B. JWB Annual Report	<ul style="list-style-type: none"> ◆ Annual report printed in all Pinellas editions of St. Petersburg Times on May 30, 2001 with circulation of 205,141. 	<ul style="list-style-type: none"> ◆ This year's annual report theme was <i>Take Time for Kids</i>, featuring how individuals, employers, city government, non-profits, organizations, and JWB provide opportunities for youth to build and maintain life skills.
C. Community Mobilization (Helping Children & Youth Succeed)	<ul style="list-style-type: none"> ◆ Recruited over 600 individuals & organizations to become Community Partners in order to help children & youth build & strengthen Life-skills & Assets. ◆ Recruited major Community Partners which include the City of St. Petersburg, City of Largo & Largo Rotary Club, the City of Clearwater, Coca-Cola Bottling, the YMCAs, Time Warner, and others. ◆ Sponsored the 2nd Annual "Helping Children & Youth Succeed" Summit. Involved 200 community partners in workshops and other activities. Youth were involved in presenting workshops, sharing personal success stories, and as participants. Acquired 23 sponsors for the summit ◆ Provided community education presentations on Life-skills and Asset building to over 20 groups. ◆ Developed & distributed a "23 Things You Can Do" brochure for distribution to community partners. ◆ Implemented a Search Institute "Profiles of Student Life" youth survey conducted at Largo Middle and High Schools. A thousand youth participated in the survey, which highlights available assets in Largo, from the youth perspectives. ◆ Established a HC&YS Campaign Task Force. 40 individuals representing a cross-section of the community...including youth, are members. ◆ Served as a major sponsor & planning committee involvement for the Drug Prevention Summit. ◆ Selected to present a "Helping Children & Youth Succeed" learning workshop at the National Convention of Search Institute, (Nov. 01) Panel presenters include a Childs Park Youth, and JWB, City of St. Petersburg, and City of Largo representatives. 	

<i>Community Ownership of Results</i>		
Activities	Accomplishments	Comments
D. Community Planning/Partnership Activities	<ul style="list-style-type: none"> ◆ Safe Start Phase II go ahead given by US OJJDP ◆ Technical assistance provided to over 60 community based organizations. ◆ Campbell Park NFC Capacity Building Grant approved. ◆ Supported successful merger of Help A Child Inc. and the Exchange Center of the Suncoast. ◆ Established a database on middle school programs. ◆ Assisted Clearwater in review of proposals for CDBG/Neighborhood and Family Services Funds. ◆ Worked with Training Center to co-author "Setting a Course for Strategic Planning." ◆ School Readiness Plan, Budget, and contract approved by State. ◆ Provided information to PSTA on the potential impact on students of their proposed fare increase and successfully advocated for maintenance of reduced fares for youth. ◆ Facilitated planning for a Teen Info line, a collaboration of Youth Mapping, 61-C Youth Center and Pinellas Cares - 211 ◆ JWB is collaborating with USF Collaborative for Children, Families, and Neighborhoods on an Early Adolescent Project. ◆ Community Councils sponsored 2 public forums to address strategic plan results areas. The North County Council sponsored a community education event in Greenwood. The South County Council presented a Helping Children and Youth Succeed Community Forum. ◆ The Combined Councils addressed the issue of Adolescent Substance Use and Diversity in their semi-annual meetings. ◆ JWB participated in the Data Collaborative. ◆ JWB participated in the Funders Collaborative 	<ul style="list-style-type: none"> ◆ Pinellas, one of four (of nine) sites to receive full approval by end of fiscal year. ◆ Police and Mental Health workers received special training for collaborative effort. Clearwater Police Department and Directions for Mental Health beginning implementation ◆ All measurable objectives met. (CPNFC ahead of schedule for service delivery.) ◆ Information on over 400 programs was collected. ◆ 30 proposals for social services and housing programs reviewed. ◆ 100 draft copies of strategic planning workbook distributed to non-profit organizations. ◆ Budget, cost allocation plan, subcontracts met all state requirements. ◆ Amount of final fare increase significantly lower than original proposal. ◆ Teen Info line schedules to be operational November 2001. ◆ Data committee collecting social indicator data for Pinellas and Hillsborough. Focus groups planned for middle school youth, parents, and service providers. ◆ The focus of the North County event was on preventing substance use. The presenters in the south County event were from the three results areas and successful youth development programs ◆ The focus of the session on Diversity was to increase knowledge, understanding, sensitivity, and acceptance of differences which will help to decrease violence.

III. Community Ownership of Results (Con.)		
Activities	Activities	Activities
E. Training	<ul style="list-style-type: none"> ◆ Of the 336 programs offered, 35 were Organizational Development workshops and 11 were BEST Initiative retreats. ◆ Of the 14,183 individuals trained, <ul style="list-style-type: none"> • 7,663 participated in Community Education • 1,708 focused on Organizational Development • 1,624 focused on Early Childhood Development • 1,321 focused on Family Support • 1,301 focused on Youth Development • 6,500 were trained at 22 different sites in the community. • 7,683 were trained at JWB. ◆ Collection development at the JWB Library focuses on selecting materials that encompass the goals outlined in the Strategic Plan. The Library collection supports the strength-based approach of program design through its vertical file of materials highlighting best practices. 	<ul style="list-style-type: none"> ◆ Of the 35 Organizational Development programs Offered, 10 were Marketed as ABC Workshops, focusing on Fundamental principles. ◆ This included <i>Foundations</i>, <i>Intermediate</i>, and <i>Advanced Youth Development</i>.
IV. Internal Organizational Capacity		
A. Technology Update and Training	<ul style="list-style-type: none"> ◆ Web site update started ◆ 25 new computers for staff ◆ Upgraded all computers to Office 2000 ◆ Training on new applications provided for staff 	<ul style="list-style-type: none"> ◆ Web site update to be completed Nov. 01 ◆ User group to be started for new applications.
B. Quality Improvement	<ul style="list-style-type: none"> ◆ Results of Performance Audit available in November ◆ CQI communications team worked towards enhancing communication among JWB administration staff. ◆ All staff attended a teambuilding workshop, per their request. This workshop resulted in the identification of agency goals that will be addressed throughout the next year by staff at all levels. 	<ul style="list-style-type: none"> ◆ The development of a JWB Quality Assurance Plan is underway to ensure the integrity of SAMIS data collection, analysis, and evaluation.. ◆ A new CQI team will be formed to work towards the JWB's "first years goals as identified from the team building workshop participants." ◆ The JWB A.S.S.E.T. self-study is planned to begin in summer 2002 ◆ The development of a consumer survey is underway, to be distributed in 2002.

TABLE 2

FUNDING DISTRIBUTION

Entity	Target	97/98 Budgeted (Base Year)	01/02 Budgeted
Community & Human Development (CHD)	50%	44% \$11 M	50% \$15 M
Personal Problem Solving (PPS)	40%	48% \$12 M	44% \$13 M
Support	Up to 10%	8% \$2 M	6% \$2 M

STRATEGIC PLAN: THREE YEAR UPDATE

STRATEGIC PLAN OVERVIEW

The Juvenile Welfare Board (JWB) approved implementation of the Strategic Plan in May 1998. The Plan established a priority for JWB to support and promote the healthy development of children, families, and communities through asset-building approaches and the reduction of risk-taking behavior. This effort to increase assets while reducing risks is the resiliency approach. It recognizes the capacity of individuals to overcome challenges and to succeed in spite of hardships. This resiliency focus features the development of skills, competencies, and assets for individuals, families, organizations, and communities. Mission and vision statements were adopted as part of the plan:

Mission Statement

The Juvenile Welfare Board supports the healthy development of all children and their families in Pinellas County through advocacy, research, planning, training, communications, coordinating of resources, and funding.

Vision Statement

The Juvenile Welfare Board has a two-fold vision:

That all children of Pinellas County will receive the support and guidance from their families, extended families, neighborhoods, and communities they need to develop the resilience to cope successfully with a changing environment.

That the JWB will be a public agency which leads the nation in creating a model of public service which supports children's positive development by:

- Working to strengthen and encourage individuals, families, neighborhoods, and communities through a variety of sound strategies; and
- Supporting an accessible social service system based on established family support principles

The basic conclusions of the Plan are:

- JWB should focus on specific results which are driven by the priorities of the community and are measurable. The three areas selected by JWB are: A Sexually Responsible Community, A Substance Free Community, and A Non-Violent Community.
- JWB resources should be focused in the areas of development and prevention.
- JWB should focus a significant portion of its resources on children 0-6 years of age and 10-14 years of age.
- Services and activities for children and families should focus on assets and be community based rather than deficits and institutions.

The driving idea behind the 1996 Strategic Plan was that the traditional approach to providing human services of identifying individual deficiencies and subsequent development of programs to deal with those deficiencies has basically failed to produce community-wide improvements. The currently existing system was crisis oriented; individualistic; deficit oriented; too categorized and specialized; and allowed for poor service coordination and communication between agencies. As an alternative to the traditional deficit model, family support, child development, and youth development strategies have re-emerged. These strategies rely on the strengths of individuals, families, and communities to provide the necessary supports to enhance capabilities. The approach is asset based and holistic and responds to the interrelatedness of children, families, and neighborhoods. Building resiliency and capacity within individuals, families, and communities has a longer lasting social effect than continuing to "fix problems" as they occur. Creating new community capabilities and serious emphasis on positive development and prevention will have greater long term positive outcomes for Pinellas County and JWB than efforts to repair the increasingly complex and dysfunctional deficit-oriented services system.

A key concept of the approach chosen was to reduce risks and increase assets. Many of the risk factors facing children and families that were identified are common to all three results areas and include:

- Extreme economic deprivation
- Family management problems
- Family conflict
- Early and persistent anti-social behavior
- Academic failure beginning in elementary school
- Friends who engage in problem behavior
- Early initiative of the problem behavior
- Low neighborhood attachment and community disorganization
- Child maltreatment
- Community norms favorable to risk-behavior
- Favorable parent attitudes and involvement in problem behavior

The key concepts that form the basis of JWB's response to these risks include:

- Develop long term solutions instead of quick fixes
- Engage the larger community
- Build assets and reduce risks
- Build on strengths of youth, families, and communities
- Increase JWB organizational capacity
- Support holistic and comprehensive approaches
- Promote research supported best practices
- Increase funded agency organizational capacity and service quality
- Utilize technology
- Expand training and technical assistance
- Expand partnerships and mobilize the community
- Support neighborhoods

- Focus on results
- Increase advocacy for children and families
- Utilize child development, youth development, and family support strategies

In order to implement the plan, four work clusters were established:

1. Develop a Results Management System (Accountability and Funding)
2. Increase Organizational Knowledge Base
3. Foster Community Ownership of Results
4. Increase Internal Organizational Capacity

Action Plan (3-Year Planned Approved May 1998)

Cluster I: Implement a Strategic Results Budgeting System

- A. Approve objectives recommended by the Strategic Plan Task Force.
- B. Approve the Funding Groups for Community and Human Development, Personal Problem Solving, and Support Activities and Services.
- C. Approve a model in which standards would be employed with all programs that would reflect the Strategic Plan values and program design elements, and these standards would each include several program elements to assist in identifying evidence of adherence to the standard.
- D. Approve the following principles concerning multi-year funding commitments: (1) multi-year funding commitments of three (3) years shall be made contingent upon the annual budget and TRIM process; (2) all programs receiving multi-year funding commitments will undergo in-depth reviews during the third year of their multi-year funding contract; and (3) all program strategies will be reviewed in the context of both the program's objective and the community's progress toward overall results.
- E. Approve the following proportional funding targets for programs:

CLUSTER	FY 97-98 Funding Proportions	FY 00-01 Funding Target*
Community & Human Development	44 %	50 %
Personal Problem Solving	48 %	40 %
Support Activities & Services	8 %	10 %

*The changing of proportions of a larger pool of resources assured that resources to performing, needed communities would not be reduced.

- F. Approve targeting of all new and expanded financial resources to Community and Human Development. Cost of Living increases may be allocated to programs in any category.

Cluster II. Develop an Organizational Knowledge Base

- A. Conduct a Search Institute Survey in FY 98-99.
- B. Conduct a Youth Mapping Initiative pilot in FY 98-99.
- C. Develop a community assets/capacities database, including a database on educational and training resources beginning FY 97-98 (ongoing).

- D. Implement a Services and Activities Information system (SAMIS) to capture data to be effective no later than October 1, 1998. *(Approved at 4-13-98 Board Meeting)*
- E. Implement a Results Measurement System no later than October 1, 1998.
- F. Implement longitudinal public opinion surveys beginning with the Base Year FY 98-99 (3rd or 4th Quarter).

Cluster III. Foster Community Ownership of the Results

Approve the concepts of fostering community ownership of the results through a comprehensive community planning process.

Cluster IV. Increase Internal Organizational Capacity

Specific strategies to be developed at a later time.

Plan Results

Cluster I: Strategic Results Budgeting System.

A. Plan Objectives:

Objectives were adopted by the Board in May 1998. The Research and Evaluation Department has worked with data sources to collect indicator data on the objectives. The objectives were five year objectives and will be formally assessed at that time. Informal reviews occur each year during the preparation of the Pinellas Profile.

B. Funding Groups:

The three funding groups; Community and Human Development, Personal Problem Solving, and Support Activities and Services were approved by the Board in May 1998.

C. Program Review Model:

The Agency Self-Study Efficacy Tool (A.S.S.E.T.) was developed, piloted, and implemented with considerable involvement of the funded agencies. A.S.S.E.T. is a standards-based comprehensive review system for funded agencies to assist in the process of facilitating strong services for the children, families, and communities of Pinellas. This system integrates the concepts of quality improvement and public accountability, incorporates strength-based approaches into program design and implementation, and encourages the building of partnerships and sharing of responsibility for results-based outcomes. The standards established with the A.S.S.E.T. tool are a blend of "best practices" in the administrative and services field with key elements of the JWB Strategic Plan. A.S.S.E.T. was developed with the involvement with the agencies and included a highlighting pilot with 22 agencies and full pilot with eight agencies. A three-year cycle for review was established and all eligible agencies have been scheduled for a review. A.S.S.E.T. was piloted in 1999-00 and began full implementation in 2000-01. Twenty-two agencies have been A.S.S.E.T. certified and twenty-two more are currently engaged in the A.S.S.E.T. comprehensive Review Process. Forty-four agency volunteers have been recruited and trained as A.S.S.E.T. reviewers. A.S.S.E.T. materials have been copyrighted.

D. Multi-Year Funding Principles:

The three principles concerning multi-year funding were approved by the Board in May 1998.

E.,F. Funding Targets:

With Board approval of the 01-02 Budget, the shift in funding outlined in the Plan was achieved with Community & Human Development (CHD) reaching the target of 50%.

Entity	Target	97/98 Budgeted	2001/02 Budgeted
Community & Human Development	50%	44% \$11 M	50% \$15 M
Personal Problem Solving	40%	48% \$12 M	44% \$13 M
Support Activities & Services	Up to 10%	8% \$2 M	6% \$2 M

Implementation over the three years provided that Personal Problem Solving would increase, but at a slower rate than Community and Human Development. Revenue enhancement activities increased to partially address Personal Problem Solving expansion. Youth development, child development, and family support funding was increased.

Cluster II: Develop An Organizational Knowledge Base

A. Search Institute Survey:

This activity has been partially achieved. Due to increased testing requirements by the State, the School District did not approve a plan for a district-wide Search Institute Survey. As part of the Community Mobilization efforts in Largo, the Search Survey was implemented at Largo Middle and High Schools in May 2001. A community task force consisting of city government, school personnel, businesses, and civic and religious organization representatives was formed to review the results and develop a youth development action plan for the City of Largo. Staff provided technical assistance and data analysis services to the Suncoast YMCA to implement the Search Survey to YMCA program participants. Survey results were used for program improvements.

B. Youth Mapping:

A youth mapping effort was conducted by youth that identified community resources for youth. The youth mappers completed county-wide mapping of the business community to identify employment, internship and other opportunities for youth. The information that was collected and analyzed is being disseminated through newsletters, community forums, and a youth-developed Youth Mapping website. The youth worked with targeted communities to convene groups of youth and adults to present and discuss the results and identify strategies. In December 2001, a teen information phone line was

implemented. The Teen Info Line uses the information gathered by the youth mappers. The Info Line is a collaboration between Youth Mapping, Pinellas Cares – 211, and 61-C, the Teen Center. Through their work, the youth mappers have started to provide county-wide leadership for youth-driven projects. They are working to increase youth membership on advisory boards and training youth and adults in the most effective ways to utilize youth volunteers. Youth mappers have presented at national meetings and have received recognition as an exemplary program by their peers who are involved in youth mapping.

C. Community Asset Inventory:

A comprehensive community asset inventory was prepared by USF under contract with JWB. Information from the asset inventory is being used for community planning and Pinellas Cares is developing a process to update the material on a regular basis. The data is integrated into the community resource database maintained by Pinellas Cares.

D. Results Management System:

The Services and Activities Information System (SAMIS) has been designed, tested, and implemented. SAMIS is a web-based reporting system developed to increase the efficiency of the program and financial data transfer between JWB and the funded agencies. SAMIS includes service and participant case data and budgeting and reimbursement data. Data from SAMIS gives JWB the ability to assess performance of individual programs and the network of organizations funded by JWB. Outcome measures are tracked for the individual participants and are related to the type of services and activities the participants received. JWB performed a technology assessment of the funded agencies and has funded technology upgrades in the agencies each year to increase speed, reliability, and accuracy. JWB embarked on a significant training program, and has trained 1,070 SAMIS users. A measurable objectives module has been completed and numerous enhancements have been implemented based on recommendations from the SAMIS agency users group. Based on SAMIS success in Pinellas, which holds the copyright to the system, four children services councils elsewhere in the state are in the process of adopting and implementing SAMIS. While originally grouped in the Organizational Knowledge Base Cluster, SAMIS is a key component for JWB and agency accountability and is annually reported as part of the Strategic Results Management system along with A.S.S.E.T.

E. Public Opinion Surveys:

No progress has been made on this component of the Plan.

F. Other Efforts to Increase Organizational Knowledge Base:

The social indicator database was expanded by identifying and linking with local and state data sources and an Hispanic needs assessment was conducted. JWB joined with other organizations to form the Data Collaborative to share databases from county criminal justice and state agencies with the Florida Mental Health Institute which coordinates this effort. The Data Collaborative was the first of its kind in the State. This, combined with enhanced internal data analysis capabilities, will improve JWB's ability to assess trends and system performance.

The Substance Abuse Survey was continued in 1998 and 2000 in cooperation with the School District and Operation PAR and the 2,000 results, along with the Pinellas Profile, are accessible to the community on the JWB web site. Plans are underway for the May 2002 survey administration. Over 25,000 students completed the survey in each administration. The 2000 survey incorporated collection of data on violence for the first time.

Support was provided to the Teen Pregnancy Prevention Partnership to develop a community plan: The "Strategic Plan to Promote Adolescent Sexual Health and Reduce Teen Pregnancy 2002-2007." The Plan is to be presented to JWB at December 2001 meeting. The Teen Pregnancy Partnership is developing resources from throughout the community for Plan implementation.

Cluster III: Foster Community Ownership of Results.

Three strategies were developed for this component of the Plan: (1) A social marketing strategy, (2) Community Mobilization campaign, and (3) Expanded community planning, community involvement, and technical assistance activities.

A. Social Marketing:

A "Take Time for Kids" campaign was designed with considerable input from youth. The campaign employed multiple strategies (billboards, posters, JWB web site, JWB Annual Report, essay contest, and JWB TV) to get the message to the community.

B. Community Mobilization:

A "Helping Children and Youth Succeed" campaign was initiated which has resulted in the recruitment of over 600 community partners including individuals, civic, religious, and neighborhood groups and agencies. The Cities of St. Petersburg, Largo, and Clearwater have initiated campaigns tailored to their communities. Two community summits have been held which solicited strategies and showcased different ways to foster positive youth development.

C. Community Planning and Involvement:

Three key concepts in the Plan were to involve neighborhoods, assist community-based organizations, and promote partnerships. Staff resources were reorganized to work extensively with community groups committed to positive youth development and community action and involvement. Four neighborhood family centers were established. The JWB Community Councils became active in fostering plan strategies. The JWB Training Center reoriented a significant portion of its training to address organizational development needs in smaller agencies and to expand community education. JWB has entered into numerous partnerships with state, county, regional, and local groups to better utilize data and coordinate planning, funding, and service strategies. Some of these partnerships include: Mental Health Leadership Group, Front Porch, Computers for the Community, Funders Collaborative, USF Collaborative for Children, Families and Neighborhoods, Safe Start Initiative, School Readiness Coalition, Policy Group for Florida's Families at Children, Weed and Seed, Tampa Bay Funder's Forum, Juvenile Justice Board and Council, and the Data Collaborative.

Cluster IV: Develop Internal Organizational Capacity

The Action Plan determined that JWB would need to change how it does its work through: process simplifications, team-based processes, changes in resource allocation, and budgeting and performance assessment.

JWB has conducted a self-study and contracted for an external performance audit to identify areas for improvements. Teams have been expanded and internal training opportunities provided. A three year technology plan was developed and considerable investment has been made in technology for JWB staff in hardware, software, and training in their effective utilization.

The performance measurement system has been revised to identify key responsibilities for each staff and the standards necessary to measure attainment. A staff development plan for each employee was established.

A formal quality management function has been established to coordinate quality assurance activities. Numerous policies have been reviewed, updated, and codified.

The advocacy function has been expanded with the filling of a staff position dedicated to public policy and special projects. Research capability has been strengthened and another position identified to deal with diversity in JWB and its funded agencies.

Other staff realignment occurred: Information Technology Department created; a new programs unit established for technical assistance to new agencies, and there has been an increased budget analysis capability. The realignment provided a significant opportunity for staff lateral and upward movement.

Department mission statements and key responsibilities were reviewed, refined/changed, and adopted.

Prepared by S&CP.Browning Spence
December 6, 2001

S.Browning, Strategic Plan-3 Year Update 2001

JWB Strategic Planning Process – Key Dates and Activities

1. 1990 Referendum-JWB five-year strategic direction established
2. 1995 JWB Performance Audit presented to Board
3. 1995 Board appoints Strategic Plan Committee in September
4. 1995-96 Strategic Plan Committee holds public meetings
Focus groups held with funded agencies
Community public opinion survey conducted
Board conducts public meetings
Two meetings held with funded agencies to preview proposed plan
Draft Plan presented to Board, two public meetings held on plan
Strategic Plan Committee meets to review results of input meetings
Board adopts Strategic Plan in July 1996
5. 1997 Board holds workshop on implementation issues in January
Board appoints Strategic Plan Task Force
Agency meetings held
Task Force holds meetings July-December
6. 1998 Task Force report presented to Board in January
Management begins work on action plan
Draft plan presented to Board in February
Draft plan reviewed by JWB Community Councils
Draft plan reviewed by funded agencies
Action plan approved by Board in May
Plan implementation initiated
7. 2001 JWB Performance Audit presented to Board