



Board of Directors Meeting

October 8, 2009

Minutes – September 10, 2009

Item III.A.

PRESENT: Joseph Smith, Chair; John Milford, Vice Chair; Martha Lenderman, Secretary; Honorable Bob Dillinger; Maria Edmonds; Dr. Julie Janssen; Honorable Bernie McCabe; Van Sayler; Judge Irene Sullivan; Commissioner Ken Welch; Elise Minkoff; Colleen Flynn, Attorney

I. CALL TO ORDER

Pledge of Allegiance

PRESENTATION

Penny DeLacqueaux, JWB's Executive Assistant, was honored for her 30 years of dedication and commitment.

II. CONSENT ITEMS

Minutes for July 9, 2009 Board Meeting

ACTION: Mr. McCabe moved to approve the minutes as written; seconded by Commissioner Welch; motion carried.

III. ACTION ITEMS

A. Public Consulting Group (Rev Max) - Approval of Authority to Negotiate to a Maximum Amount.

Recommended Action: Approve payment protocols for the Revenue Maximization project. Authorize the Executive Director to negotiate a contract with Public Consulting Group for consultation, training and billing services.

Discussion: Revenue Maximization for Targeted Case Management has the potential to yield up to \$300,000 through the Pinellas County Health Department's Healthy Families program. The goal is to optimize the use of public funds. Mr. McCabe asked if there was a possibility JWB would not receive the full amount. Ms. Sahulka said she believes JWB is on target at this point in time.

ACTION: Mr. Milford moved to approve the recommendation; seconded by Judge Sullivan; motion carried.

B. Truancy Magistrate Program: Request Approval of Program Change

Recommended Action: Increase the allocation to the Sixth Judicial Circuit Court-Truancy Outreach Program from \$195,439 to \$237,190.

Discussion: Staff is recommending increasing the program's allocation to meet the demand for services in the community. The Magistrate program is a collaboration between the court system, the school system and Family Resources. The rationale for this proposal is to identify truancy issues early and work with the students and their families at the middle school level before they enter high school. Judge Sullivan said this was quite an undertaking and commended Karen Sierra on her collaboration and communication skills.

ACTION: Judge Sullivan moved to approve the recommendation; seconded by Mr. Saylor; motion carried.

C. Board Policy Revisions: Request Approval

Recommended Action: Adopt Revised Board Policies

Discussion: None

MOTION: Mr. Milford moved to approve the revised Board Policies; seconded by Commissioner Welch; motion carried

D. Award of Grant for HIPPY Services: Request Approval

Recommended Action: Award Home Instruction for Parents of Preschool Youngsters (HIPPY) Management Oversight Contract of \$516,892 to R'Club Child Care, Inc. for FY 09-10; and to allocate up to \$10,191 from the Community Priorities Fund for FY 08-09 to provide one time only start-up cost for program transition.

Discussion: On July 20, 2009, PCMS in conjunction with JWB and University of South Florida released a Request for Qualifications (RFQ) to identify the best-qualified applicant to integrate the administrative and management oversight of the HIPPY program into their existing agency operations. The RFQ Team unanimously recommended the R'Club to receive the HIPPY contract.

ACTION: Mr. McCabe moved to approve the recommendations; seconded by Mr. Saylor; motion carried.

E. Youth Sexual Activity Task Force Coordinator Contract: Request Approval

Recommended Action: Authorize the Executive Director to execute a Memorandum of Understanding with the Task Force to clarify expectations and timeframe of the independent contract services being performed; and an Independent Contractor Agreement with Mona Lisa Johnson from October 1, 2009-September 30, 2010, to be paid out at \$3,000 per month.

Discussion: Per Mr. Dillinger's request, Mrs. Lancaster clarified Ms. Johnson's position. Ms. Johnson is the Community Relations Coordinator hired to assist with the process of getting the information to the targeted population. Ms. Lenderman said she attended a recent presentation

and was quite impressed with Ms. Johnson. Mr. Smith asked how parent involvement was going. The response was that it has improved, but increased participation remains a goal.

ACTION: Mr. McCabe moved approval; seconded by Commissioner Welch; motion carried.

F. Election of Board Officers FY 09-10

Recommended Action: Election of Board Officers for a Two Year Term Effective October 1, 2009.

Nominations:

Chair – Mr. Milford was nominated by Commissioner Welch; seconded by Ms. Lenderman
Vice Chair – Ms. Lenderman was nominated by Mr. Milford; seconded by Mr. Dillinger
Secretary – Mrs. Minkoff was nominated by Mr. Sayler; seconded by Commissioner Welch

ACTION: Mr. Sayler moved to close the nominations and accept the slate by acclamation; seconded by Ms. Lenderman; motion carried.

Discussion: The process of electing or appointing the position of At Large, currently held by Mr. Dillinger, will be researched and addressed at the October Board meeting.

G. Schedule of JWB Meeting Dates for FY 2009-10: Request Approval

Recommended Action: Adopt schedule as presented for the Juvenile Welfare Board Meetings for Fiscal Year 2009-10.

ACTION: Mr. Milford moved approval; seconded by Ms. Lenderman; motion carried.

H. Proclamation: 10th Annual Lights On Afterschool

Recommended Action: Approve Proclamation

Discussion: R'Club, the Pinellas County partner for the National *Lights on Afterschool* program, asked the JWB Board of Directors for a Proclamation. Mrs. Lancaster read the Proclamation that calls attention to the afterschool programs that keep our kids safe, inspire them to learn, and help working families. More than 1 million Americans take part in this worthwhile endeavor.

ACTION: Mr. McCabe moved approval; seconded by Commissioner Welch; motion carried.

IV. PRESENTATIONS

A. Transition to Children's Neighborhood Services (CNS) – Marcie Biddleman, Director

Ms. Biddleman thanked JWB staff for their assistance and Mrs. Minkoff, PCMS Board Chair, for her guidance and support. Dr. Barbara Morrison-Rodriguez, an external consultant hired to conduct a pre and post analysis of PCMS providers' perspectives, was introduced to the Board. Dr. Rodriguez said the change has been astounding. Communication, the main issue, has improved immensely and there is a strong sense of optimism. She attributed the transformation

to: tone and expectation of staff, JWB's willingness to be open to recommendations brought forward by staff, and transparency on the part of a strong leader.

Neighborhood Family Centers (NFC's) were honored for their hard work and several Executive Directors were asked to share a few words.

Mr. Archie, (Citizens' Alliance for Progress NFC), said Neighborhood Family Centers have a rich history of being consistently involved in the neighborhoods.

Ms. Britt (Sanderlin NFC), decided to show the impact the program has on youth by presenting three youth/young adults who have attended the Sanderlin NFC and returned as volunteers or employees. Each of them has become a responsible member of the community, with personal goals. They said the Center kept them off the street and out of trouble.

Ms. Hooper, (Safety Harbor NFC), shared a story of how their center helped a domestic violence victim with 8 children remain together by meeting the needs that would keep the family intact. She said NFC's are flexible and responsive to the needs of the communities.

Ms. Lythe, (Hispanic NFC), said the NFC's are the future – the doorstep for families because they are accessible, and services are rendered and available at low cost.

The Centers were asked if they participate in politics. The response was no – only educate those who are interested through community forums.

Mrs. Edmonds commended Ms. Biddleman for a magnificent job.

Mrs. Minkoff commended Ms. Biddleman for her leadership, and the JWB staff for their support through this long and difficult process.

Mr. Dillinger asked if JWB has compiled a report regarding the do's and don't of establishing an ASO. Mrs. Lancaster said there are still some unresolved issues, such as the legal status of the 501c3 and how to best provide benefits for the NFC staff. JWB staff will continue to work on the issues and report back to the Board in December or January.

B. 2-1-1 Tampa Bay Cares Report – Micki Thompson, Executive Director

A report was provided to the Board per their request. Mr. McCabe wanted to know if there was a decision regarding the matching grant. Mrs. Minkoff, the JWB Board representative on the Task Force, stated she firmly believes 211 is a valuable asset to the community and recommended going forward with a challenge grant.

There was a discussion on what constitutes new money and what would be the effective date if the Board decided to move forward with the suggestion. Mr. Sayler stated he was against the motion and believes the right future for 211 would be provision of services through the County. Commissioner Welch said he didn't necessarily disagree, but the regional organizations aren't in agreement and the county is not in a position to expand this now. Ms. Flynn, JWB's attorney, stated the motion needed to include clarification of terms. Mrs. Minkoff read the following statement:

ACTION: "I move that the JWB approve a Challenge Grant opportunity to 211, whereby JWB would match any new funds secured by 211, in \$10k increments, up to \$100,000 on grants applied for after July 9, 2009"; seconded by Commissioner Welch; Mr. Dillinger and Mr. Sayler opposed; motion carried.

Mr. McCabe moved to recess for the TRIM Public Hearing, seconded by Ms. Edmonds; motion carried.

Board Reconvened at 5:45 p.m.

C. Goal Attainment Scale Satisfaction Survey Results – Marcia Marcionette

Ms. Marcionette reported that the Goal Attainment Scaling is a valid and reliable tool that provides individualized measures while facilitating standardization among the various agencies. The Board had asked JWB staff to poll agencies to determine their satisfaction with the tool. Results include overall responses regarding the instrument that were generally positive, and respondents were divided on the issue of the instrument's understandability. JWB is responding to the understandability by providing agency specific training updates and file reviews.

Mr. McCabe asked how much JWB invested in the process and stated his concern regarding 1/3 of the respondents who think it isn't working. Ms. Marcionette said she believes it will provide the data needed to determine JWB's impact on the children and families served once additional training is received. Mrs. Lancaster asked the Board for a little more time before a conclusion is drawn. Mr. Dillinger said this should be an "information only" item since it isn't affected by Board policy, and that staff needs to do what they think is necessary. Ms. Lenderman suggested agency staff acquire a level of comfort when implementing the scale, realizing that no one likes to be measured.

D. Family Counseling System of Care – Karen Sierra

The Central Florida Behavioral Health Network (CFBHN) Family Counseling System of Care Site Visit report for 2008-09 was presented to the Board. The Family Counseling System of Care coordinates county-wide network of community based services, is child-centered and family-driven, and is culturally and linguistically appropriate.

The system navigator component offers a wide array of comprehensive services that are cost effective and efficient. Mrs. Edmonds asked how long it takes for someone to receive a call back when calling the "800" number and if they have Spanish speaking capabilities. Mr. Clapp said the "800" number is answered live and that there are Spanish speaking personnel available.

The data management system provides vital information that is shared among providers and utilized in making informed decisions. Commissioner Welch wanted to know what data system was being used and if it was commercial or developed in-house. Ms. McKinnon, Executive Director of CFBHN, said they had a data system and built a bridge to SAMIS for JWB.

Services are implemented within two weeks of assessment. Commissioner Welch requested information on the number of referrals from elementary and middle schools as well as the community.

A major concern of the Review Team was the high caseload per navigator. Recommendations to address the issue include: cross train assessors and navigators, prioritize cases, assign navigators to geographic areas, hire/contract additional navigators, create an action plan for peak times and include provider's input.

Ms. Lenderman commended CFBHN for taking on this revolutionary change in the way services are being delivered. She stated she understood the stated concerns, but felt the rating was a little harsh for a pilot program and wondered why they didn't receive an overall higher rating. Ms. Lancaster's response was JWB is striving to provide the best services possible to the

children and families in Pinellas County with fewer dollars, which means raising expectation for programs.

V. INFORMATION ITEMS

- A. Out of School Time Program Report
- B. Office of Resource Development Report
- C. Community Based Care Report

Judge Sullivan commended ECA on their statistical report, i.e. numbers are improving, adoptions have increased, and she was encouraged by the productive talks with Salvation Army and Sallie House. She shared a great concern she had with a recent family that appeared in her courtroom where the siblings had to be separated due to the age restrictions DCF places on facilities using shift staff such as at Sallie House.

Judge Sullivan said she has placed a call to DCF Regional Administrator, Nick Cox, but asked if there was anything the Board could. Mr. Milford said the family should stay together and that maybe Mrs. Lancaster could write a letter of support. An official motion was requested.

ACTION: Mr. Milford moved a letter be written on behalf of the Board by Mrs. Lancaster indicating their desire to keep siblings together and to waive the criteria for Sallie House; seconded by Mr. Saylor; motion carried.

- D. Legislative Report
- E. Child Welfare Advocacy Report
- F. Calendar of Events
- G. Financial Reports
- H. Initiative Updates, Site Visit Schedule and Summaries
- I. Personnel Report
- J. Training Center Report
- K. Media Items

VI. OPEN AGENDA

- Mrs. Lancaster informed the Board it was time for her performance appraisal (evaluation). In the past the Executive Committee performed this task. Mrs. Lancaster will be in contact with the members regarding the steps to be taken to complete the process.
- Mr. Dillinger announced there will be an Invitation to Bid (ITN) for all mental health and substance abuse providers in the Suncoast Region. The \$450m DCF Managing Entity Contract (\$136m annually) will be awarded to one of the two applicants. Meetings will be held throughout the region; in Pinellas County the meeting will be held at the Grizzle Building on Tuesday, September 15, 2009 @ 9:30 a.m. Public input and attendance are strongly encouraged.
- The failed Merger between Family Service Centers (FSC) and Suncoast Center for Community Mental Health (SCCMH) was discussed at length. Mr. McCabe shared his concerns with the late notification of the termination of the process without information regarding cause, the confidentiality agreement, the lack of communication between the agencies and JWB staff, and the dollars spent to assist the agencies to accomplish the merger. He recollects the Board's decision to financially support a merger, not just explore it. Staff confirmed to Mr. McCabe that the Budget for Fiscal Year 2009-10 has already been approved and funding (\$1.1m) previously allocated to FSC has been shifted into SCCMH. His recommendation, subject to the will of the

Board, was to leave the dollars allocation as-is, and ask SCCMH if they can ramp up to provide these services, understanding it will take them a little bit of time to do that.

Mary Jo Monahan, CEO/President, Family Service Centers, asked if she and Dr. Doody, FSC Board member and participant on the merger committee, be recognized. In summary, Ms. Monahan stated it was her understanding the JWB Board authorized FSC and SCCMH enter into the due diligence process with the intention of merging. Both agencies participated, but as FSC and SCCMH got further and further into the philosophical discussions, she reported it was realized how different the individual perspectives were and the approaches going forward were just too different. Other issues included the selection of FSC Board members to serve on the combined board, positions of the senior management team, and the inclusion of integrating existing programs; but most importantly the differences in culture. At no point in time did FSC believe they would lose its \$1.1m in funding if the merger wasn't successful.

Barbara Daire, CEO/President of SCCMH, was called to the podium and asked for her opinion on why the merger failed. She stated she was just as surprised as the Board when she received the letter stating FSC was going to terminate the merger process. SCCMH was moving forward with a meeting that same afternoon, with their attorney, to finalize the documents to send to FSC. Ms. Daire agreed that full due diligence had not been completed and, that their accountant was en route to FSC when FSC cancelled the meeting. It was SCCMH's intention to wrap things up and have the two Board Chairs meet to resolve some problematic issues in a positive manner, but they received FSC's letter before that took place.

Ms. Lenderman acknowledged her long, supportive history with FSC, but said at this point in time she was deeply disappointed with the situation and the lack of transparency. She stated this is the third time FSC has entered into merger negotiations, and the third time it failed. Ms. Lenderman believes JWB doesn't have a choice but to leave the dollars with SCCMH since the 2009-10 Budget has already been passed.

Mrs. Minkoff stated she currently serves on the FSC Board, but did not participate in the merger process due to possible conflict of interest. She asked Ms. Daire to speak to the merger with Help-A-Child and how they aligned themselves in terms of the mission and vision. Ms. Daire stated the process with that agency was very different, but that they basically used the same criteria for Board members in an attempt to be fair.

Commissioner Welch said he supported the motion to leave the dollars with SCCMH and asked for responses to: Why did it take until September 8th for FSC to come to the conclusion to terminate the due diligence? What was the FSC assumption when they made that decision in terms of funding for next year? What was the issue with the FSC Board Chair's proposed membership on SCCMH board of directors? And, was JWB staff notified when the problems arose?

Dr. Doody stated he only attended two merger committee meetings, but the frustration was that it appeared FSC was in danger of being acquired by SCCMH and would not be an equal partner. He was under the assumption that FSC's funding would remain intact. The issue with FSC's Board Chair was perceived by SCCMH as a conflict of interest. In response to notifying the staff of the problems at hand, Ms. Monahan said she preferred to try to work things out with SCCMH, and when that wasn't happening, FSC's Board met and made the decision that they could not move forward in good faith.

Mrs. Edmonds acknowledged she didn't have a solution to the issue at hand but has a great concern regarding the impact on services to families.

Mrs. Lancaster responded that the means to maintain continuity would be for SCCMH to subcontract with FSC for current services and then realign the contracts at a later point. It would be a way to service recipients until the matter is resolved.

Dr. Janssen felt she needed to say how much it saddens her when people's egos get involved instead of assuring services are being provided to the people of Pinellas County, which seems to be the issue at this time. She believes everyone should instead decide what is best for the customers.

Mrs. Minkoff said she agreed with the previous comments made by fellow Board members and believes the issues at hand could be resolved. She would like to see the agencies revisit negotiations, possibly with an outside facilitator, and asked if that would be something JWB would encourage. Mrs. Lancaster said JWB would certainly engage in whatever would be supportive. It will take some time to sort out all the pieces. However, a timeframe would need to be established, maybe 45 to 90 days; agency people are involved and services need to be delivered.

In summary, the Board's consensus was to leave the budget for 2009-10 as approved, that FSC's services are to be continued through a subcontracting arrangement with SCCMH until such time staff can bring a report back to the Board regarding the possibility of moving forward with a merger, and FSC and SCCMH are strongly encouraged to move forward as one agency.

VII. ADJOURNMENT

Mr. Sayler moved to adjourn @ 7:45 p.m.

Next Board Meeting: October 8, 2009 @ 8:30 a.m.
JWB Building
14155 58th Street North
Clearwater, FL 33760

Minutes Respectfully Submitted by,

Martha Lenderman
Board Secretary

10/1/09