



Agenda

Finance Committee Meeting

**May 23, 2011
9:00 a.m.**

**Juvenile Welfare Board
Conference Room 191**

- I.** Request Approval of the April 25, 2011 Finance Committee Notes, the May 9th Audit Services Public Meeting Notes and the May 16th Bank Services Public Meeting Notes.
- II.** Selection of Auditing Services award
- III.** Selection of Banking Services award
- IV.** Budget Actions for FY 10/11 and 11/12
- V.** Administrative Budget item - Supplemental Adjustment for Employees



Juvenile Welfare Board of Pinellas County

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Finance Committee Meeting Notes

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

Room 191

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

Guests: Martha Lenderman, Board Chair; Jason Malpass, Pinellas County Information Technology Department

JWB Staff Present: Gay Lancaster, Cindy Bell, Marcie Biddleman, Denise Groesbeck, Marcia Marcionette, Lisa Sahulka, Lynn De la Torre, Sue Walterick, Mike Warner

Request Approval of January 26, 2011 Finance Committee Notes

ACTION: Mr. Dillinger moved to accept the notes as written; seconded by Mrs. Minkoff; motion carried.

FINANCIAL FORCAST AND DISCUSSION OF PROPOSED BUDGET PARAMETERS

- Mrs. Lancaster projected the need to reduce JWB's FY 11-12 budget by \$5m, based on the projected reduction in Ad Valorem Revenue.
- Reduction scenarios
 - I. Administrative Budget
 - A. Reduce JWB staff by 12 (from the current 53 to 41)
 - B. Increase JWB's administrative cost rate from 9% to 12%
 - II. JWB's Program Portfolio: PowerPoint
 - Interdepartmental team reviewed outcomes, methodologies, service level and community needs for each funded program
 - Emphasis was placed on outcomes and return on investment
 - Recommendation for reductions or elimination are based upon ROI or other available data

Administrative Considerations:

Mrs. Lancaster said *health insurance rates* are high and JWB may want to consider joining Pinellas County's Unified Personnel System. Mr. McCabe would like this action to be the last resort and asked staff

to seek other options. Mr. Dillinger suggested JWB look into the Sheriff's office self-insurance pool. Mrs. Edmonds suggested JWB contact St. Pete College. Staff will contact both and report back to the Finance Committee.

Administrative Costs: Mrs. Lancaster said even if the Board agreed to increase JWB's administrative costs, a staffing reduction would be necessary. Mr. Dillinger asked about increasing the millage rate to .8117; which Ms. Sahulka said would lessen the pressure to reduce as many staff. Mr. McCabe wants to wait and see if the health insurance issue resolves itself before making a decision regarding the millage.

Mrs. Lancaster presented another option that would save administrative costs to funded agencies and distributed information on the Hillsborough Children's Board Administrative Services Organization (ASO) as a new way of brokering services. Any JWB staff performing these duties would be classified as direct service. Mr. McCabe suggested JWB could repurpose some of the contract managers and possibly add positions to assist with the work.

The Hillsborough model promotes "family-directed care", which gives families a way to select the services they identify as necessary and allows them to manage their individualized services by reviewing monthly financial reports with their case managers.

Ms. Lenderman said she understands JWB is trying to identify ways to reduce administrative costs, for JWB as well as funded agencies, but is concerned if staff and programs are eliminated there won't be adequate services available.

Mrs. Lancaster said agencies would be paid for units of service, which is a different approach and would have to be transitioned slowly. She would like to invite the program administrator to make a presentation at a future Board Meeting. Mr. McCabe and Mr. Dillinger support putting all the options on the table for discussion.

JWB's Portfolio of Services: Mr. McCabe would like to see an effective drug abuse intervention model. Mr. Dillinger wants assurance homeless children are receiving the services they need to address the trauma they are experiencing due to their lives being turned up side down.

Staff is proposing, in collaboration with Coordinated Child Care and the Early Learning Coalition (ELC), to set mandatory quality standards for the child care and out-of-school time slots funded by JWB. Staff is also recommending an increased per slot rate to a 2010 market rate unit cost for child care. The current level paid by ELC is \$1,000 - \$1,200 per child below the market rate.

Mr. McCabe wanted to know how many children wouldn't receive services with the recommended changes. Mrs. Lancaster said approximately 500, but we need to move in this direction if we are going to make a real difference in school readiness and school success and achieve a better return on investment.

Mr. Dillinger wanted to know how mandatory standards would differ from what the License Board is enforcing and how many current providers meet the standards. Mrs. Lancaster said the License Board speaks to health and safety issues – not required curriculum. Ms. Sahulka said the "Y" and R'Club currently meet most of the criteria and said that no child currently in care would lose their slot.

Mrs. Minkoff said she is frustrated with ELC and match dollars, as well as Quality Counts, and said the License Board is ready to help in any way they can to direct child care providers to where they can obtain the guidelines and credentials needed to provide quality child care. She said many day care homes have a significant way to go to meet the standards and if, perhaps, the threshold is too high. Mrs. Lancaster said a

high bar is necessary to improve the outcomes and paying the market rate for child care will provide the revenue necessary to move to Bachelor's level staff.

Mrs. Edmonds remains concerned with the amount of centers with "0" stars.

Mr. Dillinger said he thinks the decision shouldn't be made by the Finance Committee alone. The Finance Committee agreed to bring this discussion to the full Board.

ACTION: Mr. Dillinger moved the following recommendation be presented to the full Board for approval:

"Direct staff to establish a market rate unit cost for child care, up to \$5,400 per child per year, a \$1,200 increase. The average cost for OST would increase by \$1K to \$4,480 per child per year"; seconded by Mrs. Minkoff; motion carried.

JWB TECHNOLOGY SUPPORT

The Finance Committee was asked to 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 dollars for this project have been budgeted but the amount goes beyond the Executive Director's authority.

ACTION: Mr. Dillinger moved to proceed with the contract, upon full Board approval; seconded by Mrs. Minkoff; motion carried.

Meeting Date for Decision Regarding Auditor and Bank Services Timeline

April 8, 2011 – RFP was issued for Auditor and Banking Services

April 15, 2011 – Proposals are due

May 9, 2011 @ 9:00 a.m. – Review Auditor Proposals

May 16, 2011 @ 11:30 a.m. – Review Banking Proposals

May 23, 2011 – Finance Committee Meets to review the scores and proceed with the selections of proposers.

Sue Walterick will extend an invitation to Board members seeking interest in participating in the review process.

Legislation Update

Debra Prewitt distributed an update on bills that are likely to pass and the ones to monitor in the coming year (attached). For more information: <http://www.flsenate.gov/>, go to the bill tracker at the top of the page and type in the bill number.

Mr. Dillinger moved to adjourn at 10:49 a.m.

Notes Respectfully Submitted by Penny DeLacquesaux, JWB's Executive Assistant

5/18/11

**MINUTES of
PUBLIC MEETING HELD on MAY 9, 2011, 9:00 a.m. JWB Room #183
FOR THE EVALUATION OF AUDIT SERVICES RESPONSES**

PRESENT: The Honorable Bob Dillinger, member of the Finance Committee; Lisa Sahulka, Director of Performance Management; Sue Walterick, Finance Director; Lynn De la Torre, Accountant; Danielle Berche, Associate Finance Director; and Pam Needham, Fiscal Analyst.

Sue Walterick opened the meeting with a discussion of the process. Each reviewer was asked to call out their score for the audit firm being reviewed. Pam Needham recorded the scores on a spreadsheet that was projected on a screen for the reviewers' observation.

The audit firms were reviewed in alphabetical order as follows:

1. Carr, Riggs & Ingram, LLC
2. CBIZ/KRMT Mayer, Hoffman, McCann, PC
3. Cherry, Bekaert & Holland, LLP
4. Crowe Horwath, LLP
5. Powell & Jones, CPA
6. Purvis Gray & Company, LLP

As each firm was completed by the reviewers, discussion ensued in regard to any reviewer's findings and any large variances in scores. A larger discussion was held regarding the firm of Carr, Riggs and Ingram, whose proposal did not include a mandatory item of information regarding their personnel's CPE's within the last 2 years. Another discussion occurred regarding the firm of Powell and Jones who had an incomplete form (#3 Sworn Statement on Public Entity Crimes) which was signed but unchecked in the required area of the form.

The final scores of each firm were completed. The reviewers then were shown the Summary page with the results. Sue Walterick compiled the results and will describe the process in a memo for the Finance Committee meeting on May 23rd, where the final review will occur, and the item will move forward for Board approval on June 9, 2011.

Respectfully submitted,

Sue Walterick

**MINUTES of
PUBLIC MEETING HELD on MAY 16, 2011, 11:30 a.m. JWB Room #183
FOR THE EVALUATION OF BANK SERVICES RESPONSES**

PRESENT: Carla Washinko, CFO of Gulf Coast Jewish Family Services; Sue Walterick, Finance Director; Lynn De la Torre, Senior Accountant; Danielle Berche, Associate Finance Director; Junko Lescinski, Accountant and Pam Needham, Fiscal Analyst.

Sue Walterick opened the meeting with a discussion of the process. Each reviewer was asked to call out their score for the audit firm being reviewed. Danielle Berche recorded the scores on a spreadsheet that was projected on a screen for the reviewers' observation.

The audit firms were reviewed in alphabetical order as follows:

1. Branch Banking and Trust (BB&T)
2. Fifth Third Bank
3. Regions Bank
4. SunTrust Bank
5. Synovus Bank

As each banking institution was completed by the reviewers, discussion ensued in regard to any reviewer findings and any large variances in scores.

The final scores of each bank were completed. The reviewers then were shown the Summary page with the results. Danielle Berche and Lynn De la Torre agreed to call references. Danielle Berche will compile the results in a memo for the Finance Committee Meeting on May 23rd where the final review will occur and the item will move forward for Board approval on June 9, 2011.

Respectfully submitted,

Sue Walterick



Finance Committee Meeting

May 23, 2011

Selection of Audit Services Award

Item II

Background:

The Juvenile Welfare Board issued an RFP for Auditing Services in April, requesting proposals from qualified firms of certified public accountants to audit its financial statements for a term of five years, beginning with the fiscal year ending September 30, 2011.

The RFP notification was mailed to thirteen (13) independent audit firms and was also advertised in the St. Petersburg Times on April 8th. On April 29th, six proposal responses were received from applicants. They included the following firms:

1. Carr, Riggs & Ingram, LLC
2. Cherry, Bekaert & Holland, LLP
3. Crowe Horwath, LLP
4. Mayer, Hoffman, McCann, PC
5. Powell & Jones, CPA
6. Purvis Gray & Company, LLP

An Evaluation Committee was convened to review and discuss these evaluations and to combine the individual scores to arrive at a composite technical score for each firm. The Honorable Bob Dillinger, member of the JWB Finance/Audit Committee, Lisa Sahulka, Sue Walterick, Lynn De la Torre, and Danielle Berche comprised the Evaluation team. On May 9th, the Evaluation Committee held a public meeting to discuss and record scores based on the responses.

Besides General Minimum and Mandatory Requirements, the proposals were evaluated using four sets of criteria. All firms had their proposals evaluated and scored for technical qualifications. Loss of points could occur for any non-submitted items. Price is not the primary factor in the process, but is built in as part of the criteria.

<u>FACTOR</u>	<u>POINT RANGE</u>
Minimum Requirements.....	loss of up to 3 points if missing
Mandatory Elements.....	loss of up to 5 points if missing
Expertise & Experience.....	0 – 40 points
Audit Approach.....	0 – 30 points
References	0 – 10 points
Price.....	0 – 20 points

The chart below summarizes the scores.

	Carr, Riggs & Ingram	Mayer, Hoffman, McCann	Cherry, Bekaert & Holland	Crowe Horwath	Powell & Jones	Purvis Gray & Company
Minimum Items	0.0	0.0	0.0	0.0	(5.0)	0.0
Mandatory Elements	(25.0)	0.0	0.0	0.0	0.0	0.0
Expertise & Experience	168.0	196.9	196.5	183.9	183.6	182.1
Audit Approach	132.5	150.0	150.0	144.5	144.0	145.5
References	48.0	50.0	50.0	50.0	48.0	50.0
Price	20.0	15.0	18.0	15.0	19.0	18.0
TOTAL	343.5	411.9	414.5	393.4	389.6	395.6

Based upon these scores, the Evaluation Committee recommends that Cherry, Bekaert & Holland, LLP be awarded the contract for providing professional auditing services for fiscal years ending September 30, 2011 through fiscal year September 30, 2015. The Finance Committee is asked to review and approve the recommendation to negotiate a contract with Cherry, Bekaert & Holland.

Cherry, Bekaert & Holland (CB&H) ranks as one of the Top 30 largest CPA firms in the nation and is the largest nationally recognized accounting firm with a primary focus on serving government organizations. It was established in 1947 and has offices in the southeast from Florida to Virginia. With a government focus and the largest government staff of any firm in the local area, they are dedicated to the government industry. The proposal was submitted by John Gilberto, partner with CB&H, who has over 22 years of experience in public accounting. Mr. Gilberto serves as partner on the Cities of St Petersburg and Pinellas Park, Florida; Lee and Sarasota School Boards and the Sarasota Airport.

Staff Resources: Lynn De la Torre, Senior Accountant
Danielle Berche, Associate Finance Director



Finance Committee Meeting

May 23, 2011

Selection of Bank Services Award

Item III.

Background:

The Juvenile Welfare Board issued an RFP for Banking Services in April requesting proposals from qualified banks to provide services for a term of five years beginning October 1, 2011.

The RFP notification was mailed to ten (10) banking institutions and was also advertised in the St. Petersburg Times on April 15th. On May 9th, five proposal responses were received from applicants. They included the following firms:

1. Branch Banking & Trust (BB&T)
2. Fifth Third Bank
3. Regions Bank
4. Sun Trust Bank
5. Synovus Bank

An Evaluation Committee was convened to review and discuss these evaluations and to combine the individual scores to arrive at a composite technical score for each firm. Four staff members of Performance Management and Carla Washinko, CFO of Gulf Coast Jewish Family Services, comprised the Evaluation team. On May 16th, the Evaluation Committee met in a public meeting and recorded scores based on the responses.

Evaluation was based on the following factors:

<u>FACTOR</u>	<u>POINT RANGE</u>
Scope of Services	0 – 15 points
Banking experience/Financial Stability/Experience of Team	0 – 30 points
Pricing/Fees.....	0 – 25 points
Business Operations/Technology/Reporting.....	0 – 20 points
References.....	0 – 10 points

The chart below summarizes the scores.

Evaluation Criteria	BB&T	Fifth Third	Regions	Sun Trust	Synovus
SCOPE OF SERVICES (Form C)	75	62	72	64	58.5
BANKING EXPERIENCE/FINANCIAL STABILITY/ TEAM EXPERIENCE (Form D)	135	115	116	121.5	94
BUSINESS OPERATIONS / TECHNOLOGY/REPORTING (Form D)	95	84	85	84.5	76.5
BID QUOTE (Form E)	104	98	93	99	117
REFERENCES	409	359	366	369	346
TOTAL SCORE	818	718	732	738	692

Based upon these scores, the Evaluation Committee recommends that Branch Banking & Trust (BB&T) is awarded the contract to provide banking for five (5) years beginning October 1, 2011 and ending September 30, 2015. The Finance Committee is asked to review and approve the recommendation to negotiate a contract with Branch Banking & Trust (BB&T).

Branch Banking & Trust (BB&T) is the 10th largest financial holding company in the nation with full banking services including depository, treasury, trust, investment and card services. It was founded in 1872 and has offices in 14 states and the District of Columbia. There are 22 financial centers in Pinellas County. BB&T's comparison credit ratings as of April 14, 2011 were "stable" with an A+ from S&P, A1 from Moody's and an A+ from Fitch; the highest rating of all banks evaluated within this RFP. The banking team will be led by Eileen Guenther who has over 27 years of banking experience. Ms. Guenther is a Senior Vice President and is a seasoned professional managing relationships of non-profits and government entities.

Staff Resources: Lynn De la Torre, Senior Accountant
 Danielle Berche, Associate Finance Director
 Junko Lescinski, Accountant



Finance Committee Meeting

May 23, 2011

Budget actions for FY 10/11 and 11/12

Item IV.

Recommended Action:	<ol style="list-style-type: none">1. Approve up to \$900,000 for the Child Care Executive Partnership (CCEP) match for child care slots.2. Approve the implementation of a Family Services Pool. Allocate up to \$453,600 through September 30, 2011. Allocate up to \$450,000 for PEMHS Master Case Managers (Navigators)3. Approve the FY 11/12 program budget as presented at the May Board meeting.4. Approve a FY 11/12 millage rate of .9500.
Issue:	Budget actions for FY 10/11 and 11/12
Programs:	Programs impacted as a result of this action include: Carlton Manor, the Emergency Response Team (PEMHS), Post Detention Coordination (PEMHS), Coordinated Child Care (administration only), Truancy Programs (Sixth Judicial, Family Resources, Inc. and City of St. Petersburg), Adolescent Residential Treatment (Operation PAR, Inc.), Adults Mentoring Children (Gulf Coast Community Care), Big Brothers Big Sisters and Healthy Families (Pinellas County Health Department).
Budget Impact:	The program budget would be reduced from \$41,830,791 to \$39,477,714 as a result of these actions and recommendations. Nine hundred thousand dollars (\$900,000) would be generated from State Match as a result of the CCEP action. The Family Services Pool would be funded with projected lapse funds in FY 10/11. An annualized figure for the pool will be proposed at the June Board meeting pending the outcome of the Finance Committee discussion.
Strategic Plan Goal:	Further implementation of the Board's three focus areas: School Success, School Readiness and Child Maltreatment prevention.

Background:

The Child Care Executive Partnership (CCEP) is a public/private partnership program that was created by the Florida Legislature in 1996 to help employers meet the needs of a growing segment of their workforce - working parents. This program leverages a relationship between businesses and families who want to work and succeed. The primary purpose is to expand the availability of child care options for working families by providing incentives for employers to contribute to meeting the needs of their employees' families by matching public dollars available for child care. There are three tiered priority areas: corporate, non-profit and

government match dollars. JWB has participated in this opportunity for years, doubling the number of child care slots available for 0-12 year olds with match dollars. Staff is recommending the match remain at \$900,000 despite the reduction in ad valorem revenues, because of the clear opportunity to bring additional dollars into Pinellas County. Staff is also approaching other governments in Pinellas to attract interest in this match opportunity. There are currently 3,388 children on the waiting list who have a working parent and a household income 150% of the poverty level or below. A family with a household size of 2, 3 and 4 would have income levels from \$22,065 to \$33,525.

At the May Board meeting, presentations were delivered on a Common Eligibility System (One-e-App), a pilot collaboration between the County and the Early Learning Coalition in Tarpon Springs and a Services Pool modeled on the Hillsborough Administrative Services Organization. The One-e-App is an innovative web-based tool designed to streamline enrollment in public programs. One-e-App's state of the art technology simplifies the enrollment process by allowing county staff and administrators to collect data from a family once, use that information to assess eligibility for multiple programs, and automatically populate application forms for those benefits. Information is then transmitted electronically instead of by mail. Compared to the traditional paper-based system, One-e-App was found to offer several advantages, including:

- A shorter application process;
- Reduced errors;
- Higher approval rates; and
- Increased staff efficiency.

The Tarpon project provides an opportunity for residents to access subsidized child care and county basic needs services simultaneously. This is the beginning of efforts to provide services to comprehensively support families' needs. As this project grows, at-risk families will be targeted and provided access to services throughout Pinellas County in a cost effective and efficient manner. These services should be the right services, delivered in a holistic manner seeking natural support in the community. Families would receive support from a master case manager to assure services are accessed at the right level, through a critical path method.

Services should be the right services, delivered in a holistic manner seeking natural support in the community. Ideally, families will receive support from a master case manager to assure services are accessed at the right level, through a critical path method. The Family Services Pool is a model designed to provide a broad range of at-risk families' access to comprehensive services available in Pinellas County. The system would be opened to service providers throughout the Community, rather than restricted to providers with a JWB funded contract. This model has been discussed with a number of service providers in the Executive Director's meeting and other forums, as a means to break down the silos created by individual contracts and allow the community to respond to critical community needs. The rise in homeless families, children in the child welfare system, prescription drug abuse and poor school performance in low-income populations all indicate the need for a services pool.

The model would be piloted, pending Board approval in June, for four months. Central Florida would provide increased utilization management. JWB would provide fiscal support and utilization review. Outcomes for all clients would be analyzed by the JWB research department. It is anticipated that 189 at-risk families would be served.

A presentation of this model will be provided at the Finance Committee meeting. The attachments to this memo are the materials that will be covered.

At the May Board meeting, staff recommended a number of program reductions and transfers under the rubric of:

- Outcomes – both contractual measurable objectives and individualized analysis based on actual outcomes from school, child welfare, juvenile justice and other systems.
- Return on Investment (ROI)
- Transition to primary prevention
- Shift toward prevention, transitioning to evidence-based programs

The following contracts are recommended for termination, reduction or transfer:

- Emergency Response Team (PEMHS)-FY 10-11 \$1.2k reduced by \$250k to \$982k in FY 11-12
 - Staff is exploring transferring ERT funding into the Family Services Pool with a transition beginning in 2012.
- Carlton Manor-FY 10-11 \$134k reduced to \$0 in FY 11-12
- Post Detention (PEMHS)-FY 10-11 \$350K reduced to \$0 in FY 11-12
- Teen Truancy Court (Sixth Judicial), Truancy Outreach (Family Resources, Inc.) and South County Truancy Interdiction Center (City of St. Petersburg)-FY 10-11 \$776k reduced to \$100k in FY 11-12.
 - Reserve \$100k for an interdiction center in St. Petersburg.
- Adolescent Residential Treatment (Operation PAR, Inc.)- FY 10-11 \$449k, new amount for substance abuse prevention to be determined in FY 11-12)
- Direct staff to negotiate with Gulf Coast Community Care and Big Brothers Big Sisters (BBBS) to transfer an amount to be determined from the Adults Mentoring Children program (Gulf Coast) and the Violence Prevention program (Gulf Coast) to Big Brothers Big Sisters and a program to assist children aging out of the foster care system.
 - Staff is recommending additional funding for BBBS mentoring, which is a nationally recognized, evidence-based program. Gulf Coast Community Care is preparing a recommendation for replicating their program for foster children transitioning out of the system. Gulf Coast currently delivers this program in Broward County.
- Direct staff to negotiate with the Department of Health and the school system for a reduction in the Healthy Families program to transfer up to \$550,000 for a pilot Nurse Family Partnership program.
 - Nurse-Family Partnership is an evidence-based program recommended by Dell Elliott of University of Colorado's Center for the Study and Prevention of Violence and the Washington State Institute of Public Policy (WSIPP). This program has a documented high return on investment.
 - A Rand Corporation analysis found a net benefit to society (via welfare avoidance, reduction in crime/victimization, and savings to government) of \$34,148 per family served, equating to a \$5.70 return per dollar invested in Nurse-Family Partnership.
 - WSIPP's (2004) meta-analysis of the program found a return of \$2.88 of benefit per each dollar invested.
 - Even with the discrepancies in exact amounts, both studies show significant returns to the communities who invested in this model program.
 - Nurse home visitors work with families in their homes during pregnancy and the first two years of the child's life. The program is designed to help women improve their prenatal health and the outcomes of pregnancy; improve the care provided to infants and toddlers in an effort to improve the children's health and development; and improve women's own personal development, giving particular attention to the planning of future pregnancies, women's educational achievement, and parents' participation in the work force. Typically, a nurse visitor is assigned to a family and works with that family through the duration of the program.

In addition, staff is recommending cuts to both the JWB administration budget and CCC administration (no reductions in child care slots will result from this action). Other initiatives that have been reduced include the NFC services pool and other one-time-only funds, the Community Priorities Fund, the Model Pre-school (because the school system and St. Petersburg College are partnering with JWB on this project), the Early Learning Quality Initiative (because staff is recommending raising quality by transitioning into a best practices model for those JWB funded homes and centers).

Millage Discussion

Staff has met with the Early Learning Coalition and the City of St. Petersburg City Council and has requested a meeting with County Administration to discuss the opportunity to amplify child care and after school care with evidence-based curriculum for at-risk children. An increase in the millage rate to .9500 would provide \$2.6m in match funding to entice other funders to match dollar for dollar the Family Services Pool. These funds could potentially be used to match additional Child Care Executive Partnership state funds in December when unused funds from other counties are “swept” and reallocated. These entitled slots could be targeted, for example, for clients being served in county human services and for child care slots in recreation programs.

Legislative Property Tax Reform Efforts

During the 2011 legislative session, numerous bills were filed that would limit or place a cap on property tax assessments. Among them, HJR 381 will place a Constitutional amendment on the November 2012 ballot that asks voters to approve a constitutional amendment to lower property tax assessment caps on commercial property from 10% to 5% and prevent assessments on homestead property from going up when market values fall. In addition, the amendment would also provide buyers who have not owned a home in Florida within the last three years an additional exemption that would be phased out over five years or when the home is sold. The discount would equal 50 percent of the home’s assessed value, not to exceed 50 percent of the median home price in that county. While the non-homestead cap has a sunset provision of 2023, this bill will greatly inhibit the economic recovery efforts of all local governments. The Florida Association of Counties estimates the impact to counties from 2013-2017 to be \$1.4 billion.

Other legislative proposals that did not pass this year, but are poised for consideration next Session, include additional homestead exemptions or exemptions on commercial property that is leased gratuitously for a charitable purposes, and increases in the discount for early payment of property taxes while lowering the percentage of certified taxable value from 95 to 91 percent. Another Constitutional amendment would have prohibited increases in the assessed value of homestead property if the just value of the property decreases. In the House, PCB 11-04, sponsored by the Committee on Finance & Tax), proposed a committee joint resolution to limit the total of all ad valorem taxes and non-ad valorem assessments collected on any one parcel to 2 percent of the taxable value.

These and other legislative proposals are expected to pass in coming years. The aggregate affect will reduce the ad valorem tax collection to all levels of local government. Some of the proposals, such as the first-time home buyer provision in HJR 381 are nearly impossible to determine in terms of their impact.

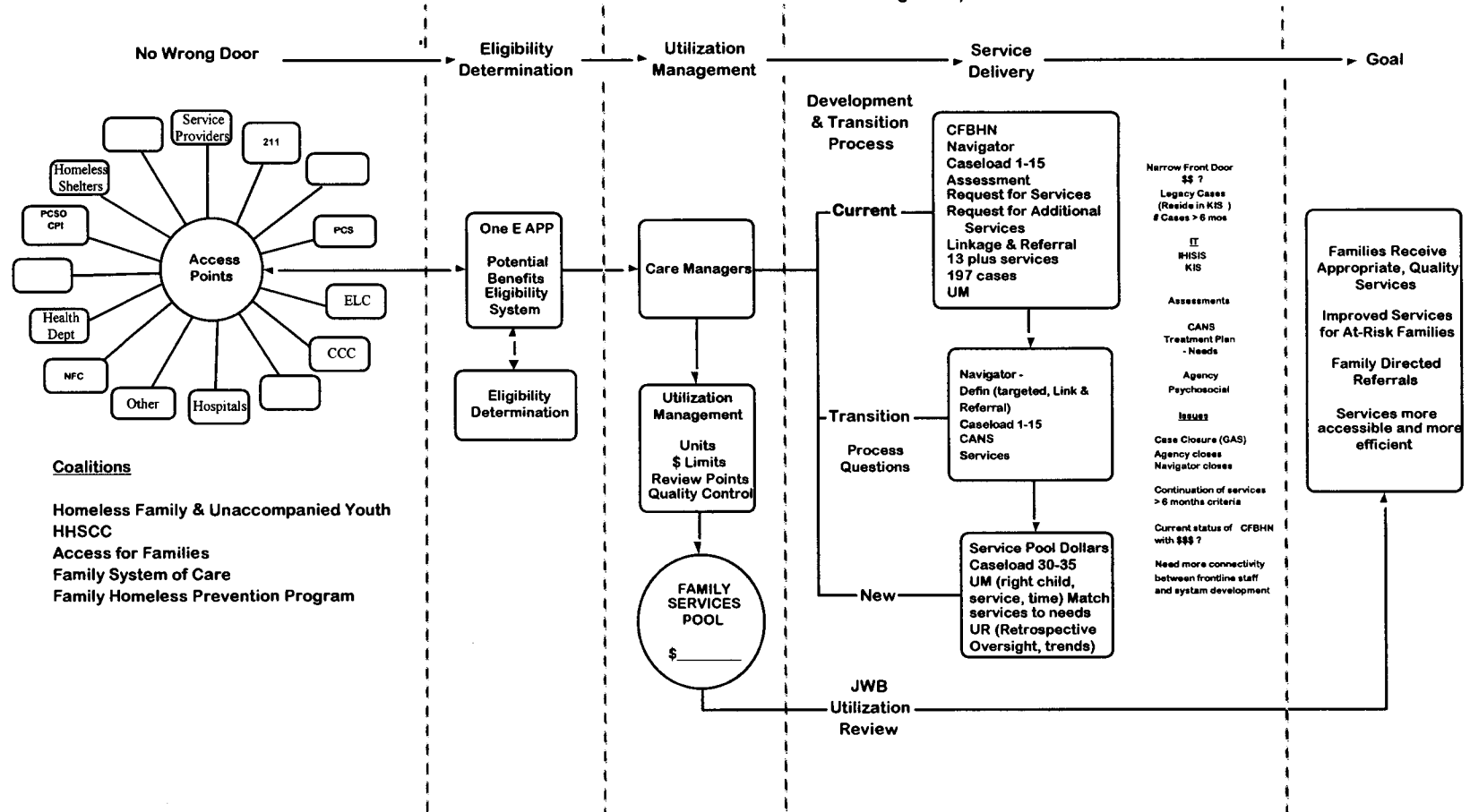
Family Services System

Principles

1. Families receive appropriate quality services sooner rather than later.
2. Fund services for families not for program or agency capacity.
3. Move forward, don't start over.
4. Build a system that accommodates no wrong door.
5. One person who guides the family through services as needed.

System Elements

1. All benefits determined at single location through One E APP
2. Warm hand-off to services
3. Pilot being completed for County basic needs and ELC child care slots
4. 211 provides a screening with warm hand off
5. Navigator/Case Manager/Master Case Manager services (Care Manager)
6. Comprehensive network of providers
7. JWB is the payer of last resort
8. UM purchased from _____
9. All services purchased as slots
10. JWB Family Services Pool (fiscal management)



Juvenile Welfare Board

Matrix - Millage Rate versus 6% Property Value Reduction (Increase)

	6.0%
0.7915	\$41,926,024
0.7965	\$264,852
0.8015	\$529,704
0.8065	\$794,556
0.8115	\$1,059,408
0.8165	\$1,324,260
0.8215	\$1,589,112
0.8265	\$1,853,964
0.8315	\$2,118,816
0.8365	\$2,383,668
0.8415	\$2,648,520
0.8465	\$2,913,372
0.8515	\$3,178,224
0.8565	\$3,443,076
0.8615	\$3,707,928
0.8665	\$3,972,780
0.8715	\$4,237,632
0.8765	\$4,502,484
0.8815	\$4,767,336
0.8865	\$5,032,188
0.8915	\$5,297,040
0.8965	\$5,561,892
0.9000	\$5,747,282
0.9500	\$8,395,799
1.0000	\$11,044,316

Juvenile Welfare Board

Matrix - Millage Rate versus 6% Property Value Reduction (Total)

	6.0%
0.7915	\$41,926,024
0.7965	\$42,190,876
0.8015	\$42,455,728
0.8065	\$42,720,580
0.8115	\$42,985,432
0.8165	\$43,250,284
0.8215	\$43,515,136
0.8265	\$43,779,988
0.8315	\$44,044,840
0.8365	\$44,309,692
0.8415	\$44,574,544
0.8465	\$44,839,396
0.8515	\$45,104,248
0.8565	\$45,369,100
0.8615	\$45,633,952
0.8665	\$45,898,804
0.8715	\$46,163,656
0.8765	\$46,428,508
0.8815	\$46,693,360
0.8865	\$46,958,212
0.8915	\$47,223,064
0.8965	\$47,487,916
0.9000	\$47,673,306
0.9500	\$50,321,823
1.0000	\$52,970,340



Finance Committee Meeting

May 23, 2011

Budget Actions for FY 2011-2012

Item V.

Recommended Action:

Issue: Administration Budget Item – Supplemental Adjustment for Employees

Program: JWB Administration

Budget Impact: \$75,000

Strategic Plan Goal:

Background:

Pension Reform-SB 2100 will require employees in the Florida Retirement System to pay 3 percent of their salaries into their retirement accounts. The adjustment will start on July 1, 2011.

Fiscal year 2011-2012 will be the third consecutive year staff have not received a merit or cost of living adjustment (COLA).

Job restructuring is commonplace. In-house restructuring and staff reductions have resulted in increased workloads due to job consolidation. Some of the challenges JWB may face include loss of opportunities for incentives to attract and retain staff and continue succession management. JWB may find it difficult to maintain adequate staffing because continued reductions in support areas (administrative and supervisory) have increased the day-to-day challenges of providing core services and implementing new initiatives.

In addition to stagnant salaries, JWB staff has had to absorb continuing increases to health and dental insurance deductibles and co-pays. The current economy has increased food and gas prices.

A one-time adjustment is proposed at an average of 3% of the salary for all employees except the executive team on a sliding scale basis benefiting most those employees at the lowest end of our pay ranges.

The average JWB employee salary is \$53,752. The average adjustment would be \$1,360.