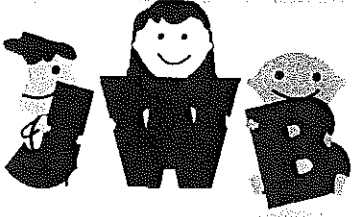


**Juvenile Welfare Board**



The Children's Services Council  
of Pinellas County

**Board of Directors Meeting**

**February 14, 2008**

**Discussion Item: YWCA of Tampa Bay Update**

**Items V.A.**

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|                             |                          |
|-----------------------------|--------------------------|
| <b>Recommended Action:</b>  | Discussion Item          |
| <b>Issue:</b>               | YWCA of Tampa Bay Update |
| <b>Program:</b>             | YWCA of Tampa Bay        |
| <b>Budget Impact:</b>       | None                     |
| <b>Strategic Plan Goal:</b> | None                     |

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**Background:** Materials related to the YWCA of Tampa Bay have been forwarded to JWB members. YWCA of Tampa Bay Board members have been invited to attend the JWB meeting.

Five (5) staff and possibly three (3) Executive Committee members of the YWCA of Tampa Bay are expected to attend. Juli Kempner, Executive Director is expected to attend.

## JWB Children's Services Council of Pinellas County

6698 68th Avenue North, Suite A  
Pinellas Park, FL 33781-5015

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Fax: 727-547-5610

[www.jwbpinellas.org](http://www.jwbpinellas.org)

[www.aboutpinellaskids.org](http://www.aboutpinellaskids.org)

January 25, 2008

Sharon K. Jackson  
President  
YWCA of Tampa Bay  
655 Second Ave. South  
St. Petersburg, FL 33701

Dear Ms. Jackson:

As we discussed on January 4, 2008, the YWCA of Tampa Bay and its leadership will be preparing a comprehensive plan to carry the agency through this time of transition and instability. However, the agency is currently under corrective action due to two specific issues: the Adolescent Pregnant & Parenting Services (APPS) program, due to underutilization of services, and overall issues relating to fiscal instability. During our conversation regarding the transition of the Executive Director, you made a verbal request for an extension of the JWB A.S.S.E.T. review process, but to date, this office has not received your written request.

At this time JWB is requesting the following documentation to be submitted:

### **Administration**

- Written transition plan for the position of the Executive Director, whom, we understand, is leaving on February 8, 2008.
- YWCA Board of Director's policies and procedures regarding the hiring and termination of an Executive Director.
- Documentation by the Executive Director recommending the earlier termination of the Fiscal Director and written response from the YWCA Board of Directors as to the protections put into place to prevent future problems of this nature.

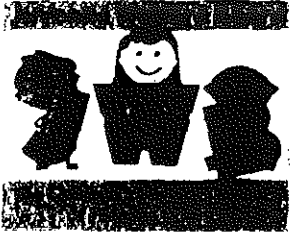
### **Fiscal**

- YWCA Executive Committee meeting minutes from the meeting in which the auditors presented their report. JWB received notification that the auditors would be presenting to the committee on January 9, 2008.

*D. Gay Lancaster, Executive Director*

*Joseph Smith, Board Chair*

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- A written plan to address concerns regarding the YWCA's Accounting Department staffing and qualifications thereof. [www.jwbpinellas.org](http://www.jwbpinellas.org)  
[www.aboutpinellaskids.org](http://www.aboutpinellaskids.org)
- A copy of the agency's fiscal policies and procedures pertaining to reimbursements from JWB.
- Documentation which breaks out revenues for each program for the audit year ending September 30, 2007.
- A detailed plan outlining the steps the agency will be taking to address its ongoing cash flow requirements.
- Monthly financial statements which separate the YWCA and the YWCA Foundation, for December 2007 and all future financial statements.

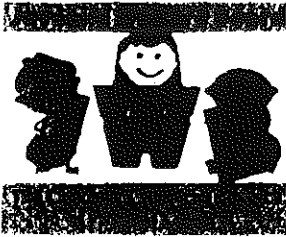
### Program

The YWCA of Tampa Bay Adolescent Pregnant and Parenting Services (APPS) program has been on Corrective Action since April 2007. There are several concerns regarding this program. Below is an outline of the program's performance since FY 05-06. The cost per client which includes total program budget in FY 06-07 was \$4,561, and the cost per client in FY 05-06 was \$3,167. The large increase was due to the decrease in primary participants from FY 05-06 to 06-07. The current allocation for FY 07-08 is \$378,088.

In FY 05-06, the program measured only forty-four percent (44%) of the primary participants. The Corrective Action Plan was issued in April 2007, which stated that the target for FY 06-07 would be to measure one hundred percent (100%) of the primary participants. In FY 05-06, the program did not meet its contracted service levels for primary adults but did meet its overall primary contracted service levels within the ten percent (10%) window, reaching ninety-three percent (93%). The program met all of its measurable objectives in FY 05-06.

Agency and program staff received individualized SAMIS training and submitted revised procedures for SAMIS data collection and entry, as part of its corrective action. In FY 06-07, the program measured ninety-three percent (93%) of the primary participants (goal of 100%), but did not meet its overall primary contracted service levels for adults and youth, achieving only seventy-seven percent (77%). Seven (7) participants left the program without notice and are considered not measured, although the program director and the participant charts contain documentation of attempts by staff to contact them. The program did meet all but one of its manual measurable objectives, due to a decrease in the number of peer panel discussions, twenty are required; fourteen took place.

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The program director indicates the program is not able to meet its contracted service levels because participants are entering the program at younger ages and staying in the program longer than one academic year. The program has school/counseling, young parenting outreach, and prevention presentations and peer panel components which are measured. The primary adult contracted service level has been a challenge to meet due to the duplication of services in the community, especially the young parenting outreach, which competes with Federally funded Healthy start in Midtown. Peer panel discussions continue to be an issue because schools are not requesting this service anymore, although prevention presentations have increased.

As a result of the aforementioned issues, the program director has recommended reducing the funding and the contracted service levels, and has also submitted a plan to redesign some aspects of the program and avoid duplication of services. In FY 06-07, the program was able to hire for the first time a licensed clinical social worker to supervise the counselors and take on complex domestic violence and mental health cases. The program works closely with Drop Out Prevention in the schools, GED programs, and Alpha House of Pinellas.

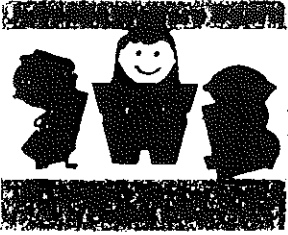
JWB staff researched other APPS programs across the nation, finding that no other program's cost per client is as high as the St. Petersburg program. The average cost per participant in these programs was \$1,250. The St. Petersburg program has the LCSW position and DOULA services which increase the cost per participant, but also enhance program services.

- Agency and program staff will cooperate with JWB and the school system in developing a methodology consistent with current needs.

Given the pending Corrective Action Plans, along with agency restructuring, we look forward to your written responses in time for inclusion on our Board's February Agenda, the deadline for which is February 10, 2008. We also invite you and the other members of your Board to discuss your plans with our Board. The meeting information is provided below.

JWB Board meeting will be held on February 14, 2008 at 8:30 a.m. The location will be at the Epicenter, 13805 58th Street North, Largo

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Thank you for your commitment to the young women of our community, and to the YWCA of Tampa Bay. I look forward to hearing from you.

Sincerely,

Gay Lancaster  
Executive Director

Cc: Charles Nylander, Chair of YWCA Board of Trustees  
Anita Treiser Bernstein, President of YWCA Foundation  
Juli Kempner, CEO of YWCA of Tampa Bay  
Browning Spence, JWB Deputy Director  
Lisa Sahulka, Director of Contract Management, Finance & Research  
Karen Sierra, Sr. Contract Manager