



Board of Directors Meeting

January 10, 2008

Board Policy Revisions

Item III.B.

Recommended Action:	Approve revisions to the Board policies.
Issue:	Update, simplify, reorganize and eliminate redundancy in the JWB Board policies.
Program:	N/A.
Budget Impact:	N/A.
Strategic Plan Goal:	Wisely invest the public's resources, Make a clear impact, Promote systems of care, Optimize economies of scale and quality of service, Enhance Consumer Choice, and strengthen the family unit.

Background: The purpose of these proposed revisions is primarily to bring the policies into clear alignment with the Board's direction. These policies clarify performance and accountability requirements for JWB funded programs. In addition, staff has worked to simplify the policies with a goal of reorganizing the order and eliminating redundancy. Staff met with the Executive Directors of the funded agencies to review these policies on August 24th. Input was taken and addressed as applicable.

The revisions are attached in legislative style. Changes have been made to all sections of the policies:

- Fund Criteria
- Funding Process
- Program Requirements
- Funding Categories
- Measurement System
- Fiscal Policies

Generally, staff has shortened the language in the document and updated the Board's recent direction during the Strategic Planning process earlier this year. Specific references to the development and prevention emphasis and terms such as Community and Human Development, Personal Problem Solving and Support have all been deleted in favor of emphasis on:

- Alignment with the strategic plan
- Demonstrated ability to deliver outcomes
- Focus on vulnerable children most in need of JWB support

Revisions To Specific Sections:

Administrative Matters:

Language is proposed to provide latitude to the Board on the requirement to remove a member for consecutive absences from meetings. Staff currently on a non-funded Board applying for funding could abstain from participation rather than a formal leave of absence. The policy's purpose is to restrict Board members from serving on funded agency boards.

Funding Policies:

Staff has proposed adding a preamble stating the purpose of the policies. Staff has shortened the "controlling act" statement because the statute already requires adherence to the act.

Funding Criteria:

The antiquated references to Community and Human Development et al were replaced with statements related to alignment with the Strategic Plan.

The current Board policies reference evidence based practices, cost effectiveness, non-discriminatory services, fiscal and organizational capacity, and comprehensive systems of care.

The A.S.S.E.T polices have been condensed under item e. JWB funding criteria was moved and enhanced.

In the original document, "Scope of Programs Funded" included a statement on funding other governmental entities, capital expenditures, continuation funding and "going concern" statements in funded agency audits. The Capital Expenditures references were removed from the policies.

The "Spending Plan" language in the document was developed to plan for funding priorities associated with the budget process. Dates have been deleted to give the Board greater flexibility in developing annual plans, although the community involvement emphasis remains.

Language has been added to emphasize the manner in which JWB primarily makes funding decisions. This is done on a competitive basis through an RFP process. Sole Sourcing is stated as a secondary choice within very specific parameters (unique capacity, emergency situation or only one bidder).

Program Requirements:

The proposed changes clarify eligibility criteria for JWB funding. The policies would specifically require the following:

- All funded staff MUST be background screened (Level II)
- BEST training for year round or regular part-time staff working directly with youth ages 11 - 17
- Services primarily, but not exclusively, targeted for at-risk populations
- Fee scales must be submitted with budget and included in the funding sources. Revenues earned in a JWB funded program must remain in that program as a condition of funding.
- Attendance records are required
- Agencies are required to provide access to documents, clients and staff related to JWB programs

These criteria have been considered “best practice” in the past and have been recommended by contract managers. These changes would now require agencies to adhere to these standards.

There is also a staff team working on proposed changes to the ASSET process, which will be completed prior to Y 08-09 and incorporated into the larger policy document, pending Board approval.

The funding categories (and by extension the budget) have been simplified by eliminating the multiple “pots” of funds classified for various out-of-cycle requests. The Board has been concerned with non-competitive agency funding requests, which have in the past been considered outside of the RFP/Strategic Plan.

Staff is recommending maintaining:

- Continuation funding but eliminating the three year language in favor of the term “annually”.
- Research & Evaluation.
- Community Contingency – which is expanded to include emergency requests for assistance and merger funding.

Staff has added language to document direction taken by the Board over the last several years. This includes, defining “expansion” funding and creating a Pilot Programs definition based on the protocols reviewed by the Board.

Equipment and Renovation, Merger and Consolidation and Program Contingency have been eliminated as separate funds.

Program Operations:

This section was moved from the fiscal policies to the program section of the document. The advocacy language was included to account for the Board’s addition of the Child Welfare Advocacy unit to JWB’s administrative functions.

Performance Measurement:

The Board has clearly stated through the Strategic Plan the desire to strengthen accountability standards for funded programs. These revisions to the policies clarify, tighten and enhance requirements for continued funding. The JWB measurement system consists of annual site visits and fiscal monitoring, ASSET and annual contract compliance.

The policies outline steps for progressive action resulting from non-compliance or other breaches of JWB policies. These steps include:

- Corrective Action Plan – to be completed within no more than 10 months.
- Withholding of Reimbursement – for investigations into serious breaches of the JWB contract.
- Time Limited contract – when performance issues are not trending towards compliance.
- Contract termination – for ongoing non-compliance, failure to meet the requirements of a corrective action plan or a verified breach of the JWB contract.

Fiscal Policies:

An overview of this section reflected in attachment #1. Major revisions include:

- Review of Standard contract – previously 2-9.
- Advances - Language was added to restrict advances to under \$100K. There are currently 14 agencies receiving an allocation of over \$1M and would be restricted from exercising the full 10% advance previously allowed.
- Budget Roles of Board and Executive Director – This section is consistent with current Board policies with the exception of two additions. Staff is requesting authority be provided to the executive director to allocate funding up to \$25,000 without Board approval (but consistent with purchasing policy requirements). This has the dual advantage of focusing the Board's attention on macro issues and providing the executive director the flexibility to manage the day to day operations of JWB.
- Lapse funds – Staff is recommending the decision to reduce funding be considered after two years rather than three. Given the prospect of future reductions in new ad valorem revenues, it is prudent to rigorously monitor lapse funds.
- The Emergency Actions policy, previously approved by the Board has been added to the document.
- Staff propose to allow JWB funds be used for mortgage payments. (A new JWB policy allows paying rent but not mortgage payments).
- Staff is proposing to change the requirement to re-bid banking and auditing contracts from every three years to every five years. This is consistent with Board action allowing extension of these contracts.

Guidelines on Investment:

There are no revisions proposed for this section, but it has been relocated to page 15, given updated language, and clarified.

Attachment A details all changes to the policies. The revised policies, along with Attachment A, will be provided for review on Monday, January 7, 2008. (Documents will be sent under separate cover.)