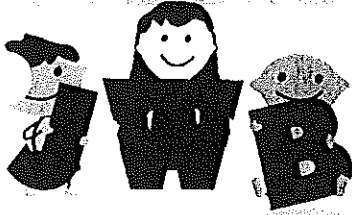


Juvenile Welfare Board



The Children's Services Council
of Pinellas County

Board of Directors Meeting

February 14, 2008

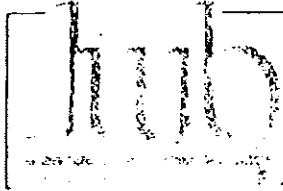
Discussion Item: Pinellas Village Update

Items V.B.

Recommended Action:	Discussion Item
Issue:	Pinellas Village Update
Program:	Pinellas Village
Budget Impact:	None
Strategic Plan Goal:	None

Background: Materials related to Pinellas Village Inc. have been forwarded to JWB members. Pinellas Village Board members have been invited to attend the JWB meeting.

The following Pinellas Village Board members are expected to attend: Deborah Trowbridge (Board President), Robert Hagar, (Board Vice President), Steve Mattei, Barry Scarr, Anthony Seabrook, Elizabeth Smoot, Deborah Adams (Resident Board Member), and Yvette Trevino (Resident Council President and Board Member). Jackie Tatsak, Executive Director is also expected to attend.



JUVENILE WELFARE BOARD OF PINELLAS COUNTY

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

727-547-5600 □ FAX 727-547-5610 □ www.jwbpinellas.org

An Equal Opportunity Employer

December 26, 2007

Deborah Trowbridge
Assistant Vice President
Fifth Third Bank
18395 Gulf Blvd.
Indian Shores, FL 33785

Dear Deborah:

This letter is a follow-up to our meeting on December 10, 2007, regarding the status of your contract with JWB for counseling services. As we discussed during the meeting, the Pinellas Village contract terminates on March 31, 2008. In accordance with our discussion, we will be recommending to our Board, at the March 13, 2008 meeting, that the contract not be renewed, and our recommendation will include the use of existing counseling services funded by JWB to continue providing services to your residents.

We are in negotiation with our counseling providers to deliver services beginning in April. Based on your feedback in the meeting, we are open to providing this service at an earlier date, based on potential vacancies caused by the program's termination.

Should you have any additional questions please contact Lisa Sahulka at 727-547-5643.

Sincerely,

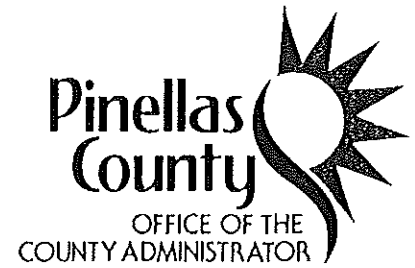
Gay Lancaster
Executive Director

GL/amk

CC: Pinellas Village Board Members
JWB Board Members
Cheryl Reed, Assistant Director, P. C. Community Development

**BOARD OF COUNTY
COMMISSIONERS**

Janie E. Duncan
Arvin D. Harris
Susan Latvala
John Morroni
Karen Williams Seel
Robert B. Stewart
Kenneth T. Welch



Fred E. Marquis
Interim County Administrator

January 23, 2008

Ms. Deborah Trowbridge
Assistant Vice President
Fifth Third Bank
18395 Gulf Boulevard
Indian Shores, FL 33785

Dear Ms. Trowbridge:

This letter is a follow-up to your meeting on December 10, 2007 with representatives from the Pinellas County's Community Development Department and the Juvenile Welfare Board regarding Pinellas Village.

As you know from discussions over the past two and a half years with County staff regarding the upcoming tax credit property transfer, additional financing from the County will be predicated on obtaining professional leasing management services for a minimum of one year. It is important that Pinellas Village's accounting records continue to accurately and distinctly reflect the housing and family services revenues and expenditures of your program.

If the Pinellas Village Board determines that alternative financing options are a better solution, please be advised that a new lender may require existing lenders to subordinate their interest. This may become an issue with Pinellas Village's existing lenders.

For informational purposes, please be aware that, as of December 31, 2007, the principal balance on the County's Home Initiatives Partnership Program (HOME) mortgage was \$599,726.42 and the monthly payment is \$2,539. The mortgage was modified three times to defer the first payment date (in 1999, 2001 and 2002). In total, payments on the project were deferred almost eleven (11) years.

In addition to the HOME mortgage, a Land Use Restriction Agreement for the HOME funding is in place until March of 2014; an additional Land Use Restriction Agreement for Community Development Block Grant (CDBG) funding is in effect until September of 2012. You may find the County's HOME mortgage reflected on some of Pinellas Village's financial statements as SunTrust Mortgage; SunTrust Mortgage services the County's loan portfolio. Additionally, there are Specific Performance Agreements, executed in 1987 and 1991, for prior CDBG funding that was provided for the project; these Agreements are in effect until October of 2018.

315 Court Street, Room 601
Clearwater, Florida 33756
Phone: (727) 464-3485
FAX: (727) 464-4384
Website: www.pinellascounty.org

Ms. Deborah Trowbridge
January 23, 2008
Page 2

It is our understanding that Pinellas Village is setting up a new corporate legal entity. Therefore, please contact Larry Woodard of the Community Development Department as soon as possible to discuss the preparation of assumption documents as needed for all County interest. You may reach Mr. Woodard at 727.464.8243.

The Pinellas Village concept was developed as a partnership with the County, the Juvenile Welfare Board and the community beginning in the late 1980's. I believe we all continue to share the goal to provide a safe supportive environment for those wishing to achieve economic self-sufficiency.

Should you have any questions or need additional information, please do not hesitate to contact Cheryl Coller Reed at 727.464.8234.

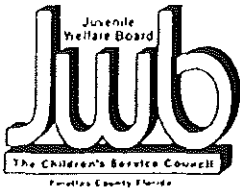
Sincerely,



Fred E. Marquis

Interim County Administrator

cc: Pinellas Village Board Members
Jackie Tatsak, Pinellas Village
Juvenile Welfare Board Members
Gay Lancaster, Juvenile Welfare Board
Anthony M. Jones, Community Development
Larry Woodard, Community Development
Michael A. Zas, County Attorney's Office



Board of Directors Meeting

September 20, 2007

Pinellas Village Collaborative Lab Exercise

Item III.H.

Recommended Action:	Allocate up to \$7,225 to St. Petersburg College for a Collaborative Lab Exercise for Pinellas Village.
Issue:	Stakeholder participation for the purpose of delivering an actionable plan for strengthening Pinellas Village.
Program:	Pinellas Village, Inc. (JWB Investment - \$238,321).
Budget Impact:	FY 07-08 Community Contingency (One Time Allocation) will be reduced by \$7,225 from \$409,250 to \$402,025.
Strategic Plan Goal:	Provision of comprehensive services to families of young children, increasing family access to services, promoting the use of systems of care, and coordinating human service planning.

Background: Pinellas Village is a 120 unit apartment complex located in Largo that offers a comprehensive approach to assist single-parent families in achieving economic self-sufficiency. Parents are expected to participate in education and/or employment. JWB funding supports developmental childcare which is provided on site for pre-school children. After school childcare is also provided. JWB funding also supports a family service component that provides counseling and case management referrals to appropriate educational and community services, job and career development and training. The program also offers classes in parenting and life skill enhancement. The average duration of services is 3 years but can be up to 5 years.

Since its inception in 1991 the agency has experienced successes as well as challenges. Currently the agency is experiencing severe financial, property management, and service delivery challenges which staff projects will become more severe in the coming years. A Corrective Action Plan may be issued if the results of the Collaborative Lab exercise is not sufficient to address the long term viability of Pinellas Village. Last Summer JWB established a committee of community stakeholders interested in helping Pinellas Village in overcoming these challenges (Pinellas County Community Development, R'Club, St. Petersburg College, County STARS Center, and JWB). The committee developed a list of recommendations (term sheet) for strengthening Pinellas Village. A list of their recommendations is attached. The recommendations were presented to the Pinellas Village board on August 28, 2007.

The primary recommendation is that the Pinellas Village Board agrees to participate in a Collaborative Lab exercise for the purpose of developing an actionable plan for addressing each of the committee's recommendations. It is expected that the Pinellas Village board will implement the action plan and that community stakeholders will commit to bring appropriate resources to Pinellas Village. Resources may include but are not limited to: increasing board membership, bringing community services on-site, increasing volunteerism, funding for property improvements, and identifying appropriate candidates for housing consideration. Additional support may be necessary as Pinellas Village implements the action plan, the need for additional support will be evaluated and recommendations may follow.

The Pinellas Village board has agreed to participate in the collaborative lab exercise. A committee has been established to identify stakeholders to be invited to participate and create an agenda for the exercise. The committee consists of: Deborah Trowbridge, Pinellas Village Board Chair; Bob Hagar, Pinellas Village Board Vice Chair; June Wallace, Pinellas Village Board Treasurer; Jackie Tatsak, Pinellas Village Executive Director; Cheryl Reed, Pinellas County Community Development; and Rod Cyr, JWB.

The cost to conduct the exercise for up to fifty individuals is \$7,225 which is the non-profit rate.

Pinellas Village Term Sheet

The purpose of this term sheet is to outline for the Pinellas Village Board and staff the recommendations and expectations of the key funding organizations, and other community stakeholders. Recommendations are divided into multiple categories: property management and family services policies.

Recommendations related to both family services policies and property management

1. Agree to participate in St. Petersburg College's Collaborative Labs exercise for the purpose of reviewing and validating or amending Pinellas Village's mission, vision, and establishing an action plan. Invite Pinellas Village Board members, program staff, and up to twenty community stakeholders. JWB will consider covering the costs to utilize the Collaborative Lab. Participants will identify the benefits and services Pinellas Village may offer to any single parent seeking financial independence; and create an action plan to realize the mission/vision.
2. Once completed the Pinellas Village Board, staff, and community stakeholders will: commit to the action plan, and explore ways to develop buy-in amongst all partners (including R'Club, a leasing management company, Work Net, St. Petersburg College, Pinellas County Community Development, JWB, etc).
3. Recruit board members with the qualifications and experience necessary to meet the agency's mission/vision (education, property management, workforce representation).
4. If it is determined that the agency will continue to offer the family services component, then steps must be taken to strengthen that component.
5. Clearly establish the specific roles for family services staff and property management staff. All functions related to leasing and property management should reside with the property management side of the house. Separate budgets for property and family services must be established, and the board must determine whether or not property revenue can/should support the family services component.
6. The board must determine how much time the executive director, office manager, and administrative assistant should spend performing property management tasks versus family services tasks.

Recommendations related specifically to the family services component

1. The minimum education requirement for the program director should be increased to at least a master's level. Funding to increase the salary for this position must be secured.
2. Higher eligibility standards should be established for access to the program.
3. Agency policies must be enforced. Exceptions and waivers should rarely be granted (limit time for job searches and medical leave). Issue eviction notices in a timely manner.
4. Hire a qualified individual to serve as coordinator of volunteer and youth activities. Secure funding to support this position.
5. Increase utilization of skilled volunteers to perform after-hours child care, conduct life skills/parenting training, tutoring, study skills, budget management, career counseling, time management, etc. (Explore Warren Village's website for a model calendar of activities.)
6. Offer more community services on site. Funding organizations will encourage providers to offer services on site. Program staff and agency policies must require residents to make use of these services. Establish penalties for resident non-participation.
7. Increase the number of on-site classes, workshops, and presentations. Increase the minimum number of classes/workshops that residents are required to attend at least one per month.
8. Require residents to attend school at least part-time or be involved in on-the-job training for a position that will result in a living wage (according to Work Net Pinellas). Work with Work Net Pinellas to identify career paths that offer the desired living wage and develop strategies for all residents, making sure employers (i.e. Human Resource Departments, mid-level managers, front-line supervisors, etc.) know about Pinellas Village's mission.
9. Offer an appropriate spectrum of before and after school youth activities. Establish a teen club. Require that all middle school youth be involved in supervised after school activities, particularly those who have violated resident policies.

10. Explore strategies to make full use of the on-site child care services, by program participants or neighboring residents.
11. Utilize technical assistance offered by Warren Village staff.
12. Set aside a portion of each resident's rent to establish an escrow account that will be released to those residents who successfully complete the program and secure a living wage.
13. Evaluate ways in which the family services component can generate efficiencies and cost savings, including: partnerships with community service providers, volunteer organizations, and businesses; and better use of community resources.

Recommendations related specifically to property management

1. The staff must focus on decreasing the vacancy rate, turning over vacant units more quickly, and build a waiting list of pre-screened clients so that units do not sit empty waiting for a client to move in. Target: 3 to 5% vacancy rate and unit turnover within 3 days.
2. Establish and maintain a waiting list of potential residents through implementation of a proper marketing strategy. Consider keeping the leasing office open at least one evening per week and half a day on Saturdays. Collaborate with Women on the Way Challenge Center. Explore opportunities to partner with other human service agencies that are in need of housing for clients who may be suitable candidates for the Pinellas Village experience.
3. If the family services component is continued, evaluate options for getting the unit that is currently used by program staff back into circulation as a housing unit.
4. Aggressively solicit proposals from leasing management companies to provide partial or full leasing management services and evaluate whether this is an avenue for overall cost efficiencies. Hire a private property management firm that meets standards recognized by the industry.
5. If Pinellas Village does not receive viable bids in response to their RFP, the agency should secure funding for one full-time professional property manager, one full or part-time leasing agent, one full-time maintenance worker, and one part time maintenance helper.
6. Generate a realistic budget for property management and on-going maintenance of the property so that true potential future cash flow can be estimated.
7. Reduce the level and duration of delinquent rent payments.
8. Rebuild the capital reserve fund.

The following organizations contributed to this term sheet: JWB Children's Services Council of Pinellas, Pinellas County Community Development, R'Club Child Care, STARS Program, and Women on the Way Challenge Center St. Petersburg College.

Staff Resource: Rod Cyr

Pinellas Village

Introduction & Background

- Pinellas Village was established jointly through the efforts of Pinellas County and JWB.
- JWB investment in Pinellas Village: \$238,321 per year; \$3.3 million since the program began.
- Pinellas Village is a 120 unit apartment complex that was founded on a **comprehensive approach to assist single-parent families in achieving economic self-sufficiency**. Parents are expected to participate in education and/or employment training. JWB funding also supports developmental childcare which is provided on-site for pre-school children. After school childcare is also provided at no cost to residents, as well as a family service component that provides counseling and case management referrals to appropriate educational and community services, including job and career development and training. The program also offers classes in parenting and life skills enhancement. The average duration of services is 3 years but can be up to 5 years.
- The entire Pinellas Village program is operated by two entities: Pinellas Village, Inc., which operates the family services component, and Pinellas Village, Ltd. which provides property management service, however, R'Club is the provider of child care and before/after school services.
- Six of the apartment buildings were constructed in 1992 and four were constructed in 1994.
- JWB supports the stated Pinellas Village mission, to "provide single-parent families the opportunity to achieve economic and emotional self-sufficiency through on-site and community-based resources and safe, affordable housing," and has worked as a partner with Pinellas Village through recent management issues in order to ensure this important work in the community continues.

Areas of Concern

- JWB has been consistently working with Pinellas Village in our ongoing effort to seek improved outcomes. Nonetheless, the performance at Pinellas Village has continued to deteriorate.
- Activities and services not being offered include: there is no active youth development program; participants not adhering to program rules are often allowed to remain until the one year lease expires; the United Methodist Cooperative Ministries no longer provides bus passes; the agency no longer places a large advertisement in the yellow pages; one-on-one tutoring in math and English is no longer offered; A Brighter Day and Leadership Pinellas no longer provide parenting and life skills classes; and there is no documentation that alumni continue to use services provided by the Family Services unit.

- Historically most residents received section eight housing vouchers and were required to participate in higher education and/or vocational training. however in March 2007 only forty-five (45) residents received subsidized housing and thirty-eight (38) were enrolled in school. Although the full rate is substantially less than the market rate, seventy-six (76) participants were working full-time (32+ hours per week) and eighteen (18) were working part-time. Of the 120 residents, only seventeen (17) participants were attending school full-time and twenty-one (21) were attending part-time. Thirteen (13) participants were working part-time and were not in school or were in school part-time and not working part-time. Three (3) of the thirteen (13) were on medical leave and five (5) were in job search, therefore five (5) were in noncompliance with eligibility criteria
- The Pinellas Village budget is not the issue for JWB. We use stringent methodologies with all of our programs to ensure quality outcomes. Pinellas Village clients are not experiencing those outcomes. This means:
 - The type and level of activities and services offered are inadequate to prepare residents to become self-sufficient. Of 120 residents annually, at least 24 should complete an educational or training program that allows them to become self sufficient.
 - The Pinellas Village lease agreement provides that residents who do not adhere to the Family Self-Sufficiency Program policies and procedures may be evicted. However, the agency has allowed residents to violate these policies without consequence.
- Pinellas Village is required to maintain a Capital Reserve fund of \$60,000. As of September 30, 2007, this fund is down to approximately \$15,222. Although this is an industry best-practice, it is not a JWB contractual requirement.
- Historically many of the residents received Section Eight housing vouchers and were required to participate in higher education training. Previously, residents who received Section Eight housing vouchers and participated in Project Self-Sufficiency received escrowed payments upon successful completion of the program. Some of these payments were over \$7,000 depending upon the length of participation. These funds were often used towards the purchase of a home. Significantly fewer Section Eight housing vouchers are available to Pinellas Village residents, thus fewer residents are able to save for future housing.
- Pinellas Village, Inc. (the family services component) had a FY 06-07 budget deficit \$83,450.
- Much of the infrastructure of Pinellas Village has deteriorated to unacceptable levels. A facility survey conducted in January 2007 by Consultech & Associates, Inc. identified \$399,050 in deferred maintenance costs for issues that could become critical if not addressed. The child care center is also in need of maintenance. The agency's

maintenance worker must clean, paint and repair vacated units before a new resident can move in. Apartments are often left vacant longer than the industry's ten-day average, which affects the program's income.

- The increase in insurance ((liability, flood, D&O) is shared between Pinellas Village, Ltd. and Pinellas Village, Inc. Inc. is charged its share of the costs based upon space occupied by Family Services Program staff. Actual insurance expense in FY 06-07 was \$13,032 in Inc. and \$100,996 for Ltd. In the FY 07-08 budget \$8,616 is allocated to Inc. and \$89,004 to Ltd. JWB collected data related to insurance increases from residential programs supported with JWB funding, but did not make a funding recommendation to the Board due to the legislative property tax reforms that went into effect last year.
- In December, the Pinellas Community Foundation of Tampa Bay suspended its operating grant to Pinellas Village pending the resolution of problems identified by Pinellas County.

How JWB Has Tried to Help

- JWB established a committee of community stakeholders interesting in helping Pinellas Village overcome these challenges (Pinellas County Community Development, R'Club, St. Petersburg College, County STARS Center, and JWB).
- JWB worked with Pinellas County Community Development to address a number of the critical infrastructure issues at Pinellas Village. The County has continued to invest in infrastructure improvements and has offered up to \$10 million to finance a full renovation (provided Pinellas Village agrees to employ a property management firm).
- The Pinellas Village Stakeholder Group made several recommendations regarding family services as well as property management for Pinellas Village, including (but not limited to):
 - Agreeing to participate in a St. Petersburg College Collaborative Lab exercise for the purpose of reviewing and validating or amending Pinellas Village's mission, vision, and helping establish an action plan. This exercise was conducted in October.
 - Helping Pinellas Village in their attempts to recruit board members with the qualifications and experience needed to help them meet their mission and vision.
 - Working with Pinellas Village staff to establish specific roles for family service staff and property management staff, including separate budgets for property management and family services.
 - Helping Pinellas Village evaluate ways in which the family services component can generate cost savings, including partnerships with community service providers, volunteer organizations, and businesses, and better utilization of community resources.

- Encouraging Pinellas Village to establish and maintain a waiting list of potential residents through implementation of a marketing strategy.
- JWB offered to work with Pinellas Village to restore the family support component by bringing in a counseling provider to provide on-site family support, counseling and case management and redirect the Pinellas Village family support funding to scholarships and rent subsidies for the residents.
- Pinellas Village faces inadequate staffing and personnel issues in a number of areas. JWB recommended:
 - Pinellas Village secure funding and hire a qualified individual to serve as coordinator of volunteer and youth services.
 - Pinellas Village increase utilization of skilled volunteers to perform after-hours child care, conduct life skills/parenting skills training, tutoring, study skills, budget management, career counseling, and time management, in accordance with the original program model.
 - Pinellas Village secure funding to increase the minimum education requirement for certain program staff.