



Juvenile Welfare Board

Investing in children. Strengthening our community.



Juvenile Welfare Board of Pinellas County

FY2017 BUDGET

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EXECUTIVE SUMMARY

Message from our Executive Director



The Juvenile Welfare Board of Pinellas County (JWB) invests in partnerships, innovation and advocacy to strengthen Pinellas County children and families. This is our organization’s mission statement and has been our charge since Pinellas County citizens created us in 1945.

We’ve identified four strategic areas of focus - **School Readiness; School Success; Prevention of Child Abuse and Neglect;** and **Strengthening Community** – that provide a framework for our community’s investments, but our impact reaches far beyond. Our commitment and concern is for all children and the whole child.

JWB believes every child matters, so their safety and the quality of services comes first. From the programs we fund to the partnerships we foster, we strive for excellence in all we do. In 2014, JWB achieved national accreditation through the prestigious Council on Accreditation (COA), an independent human service accrediting organization regarded as the highest in the industry. Accreditation signifies that an organization is effectively managing its resources and providing the best possible services to all of its stakeholders.

We recognize there are some problems so complex that multiple partners must come to the table around a common goal for children and families. For these, JWB serves as a convener and backbone agency to drive collective change. During JWB’s inaugural Children’s Summit in 2014, four Collective Initiatives were initiated to address complex issues facing our county’s children: **Preventable Child Deaths; Grade-Level Reading; Childhood Hunger;** and **Mentoring and Tutoring**. Since that time, much work has been done at the community level to raise awareness and implement strategies related to each of these collective efforts.

Although issues facing today’s families are more challenging than ever, JWB’s charge is not dissimilar to what it was 70 years ago – to invest in quality services for children and their families that have a positive impact and, as a result, strengthen our community.

The budget presented on the following pages reflects JWB’s commitment to stakeholders and citizens to be accountable for spending tax dollars in a responsible and effective way. Staff look forward to working closely with the JWB Board of Directors, and our community partners, to successfully implement this budget and move forward our vision: **that children in Pinellas County will have a future of more successful and satisfying lives because of the efforts of JWB and our partners.**

On behalf of the Juvenile Welfare Board, thank you for supporting these investments in Pinellas County's children, which ultimately strengthen our community!

A handwritten signature in black ink, reading "Marcie A. Biddleman" with a horizontal line extending to the right.

Dr. Marcie A. Biddleman
Executive Director

MISSION, VISION, AND VALUES

MISSION:

The Juvenile Welfare Board invests in partnerships, innovation and advocacy to strengthen Pinellas County children and families.

VISION:

The Vision of the Juvenile Welfare Board is that children in Pinellas County will have a future of more successful and satisfying lives because of the efforts of JWB and its partners.

VALUES:

We value every child. We want them to be ready to learn, to be successful in school and to be healthy and happy every step of the way.

We embrace collaboration. We work as a team with our community partners.

We celebrate results. We support long-term efforts to bring effective change by identifying areas where needs are not being met. Then we find – or create a community-based support network that can turn our investments into real help for young people throughout Pinellas County.

We pursue innovation. We are not satisfied with the status quo. We use the latest research and professional knowledge to address the needs of children and families in Pinellas County.



BUDGET OVERVIEW

The total FY2017 budgeted revenue increases \$3.8 million, or 6.9%, over the total FY2016 budgeted revenue. The millage rate of 0.8981 mills remains unchanged. With this increase in revenue, along with the other changes summarized below, capacity is created to address the funding priorities summarized in the expenditure section below.

Revenue

Interest Revenue

The budgeted amount for Interest revenue, \$75,000, was increased by \$25,000 for FY17 due to the projected sustainment of increased interest rates. The average rate for each of JWB's investment accounts had remained constant over the last couple of years. However, beginning in June, 2015, the average interest rate began to increase and has increased throughout FY 16. Two of JWB's investment accounts, Florida Prime (SBA) and the Florida Trust have shown significant increases and it is anticipated that they will continue to increase.

IRS VITA Grant

On June 30, 2016 JWB completed the 3rd year of a three year VITA (Volunteer Income Tax Assistance) grant which was used to support the provision of free tax preparation and electronic filing of federal income tax returns for low to moderate-income people. United Way Suncoast has taken on the oversight and coordination of the VITA service in Pinellas County and all equipment (computer, printers, and shredders) purchased with IRS grant dollars has been transferred to their possession.

Family Service Initiative Contributions

Contributions totaling \$62,720 received from Personal Enrichment Through Mental Health Services, Inc. (PEMHS) and Directions for Mental Health, Inc. will be discontinued in FY17. These funds were administered by JWB staff to Family Service Initiative (FSI) participants at no cost to the contributing agency. These funds will continue to be available to eligible participants, but will be administered directly by the providing agency.

21st Century Evaluation Services

Contributions totaling \$76,725 for 21st Century Grant Evaluation Services will be discontinued in FY17. The level of effort for the evaluation requirements has increased since the contract was first executed in FY2010. Also in that time, JWB resources have shifted to other internal initiatives. Going forward, the required evaluation services will be performed by a separate third party consultant, contracted directly by the 21st Century Program grantee(s).

Expenditures

Children and Family Programs

Allocation increases, totaling \$1.39 million, for program positions (salaries and benefits) funded by JWB in each of the focus areas were budgeted to help maintain existing service levels and to ensure continued program quality. The last cost-of-living adjustment (COLA) for JWB-funded Children and Family Programs was in FY2008. Additional investments in Children and Family Programs within the FY2017 budget for each of the focus areas are as follows:

School Readiness: JWB believes that every child deserves to enter kindergarten ready to learn. This focus area accounts for 18% of all children and family services consisting of 17 programs with a total investment of \$9.6 million. As a result of awards made by the Board in April, 2016 for New / Expanded programs, a new program was added for Infant Family Mental Health Services, and the Home Instruction for Parents of Preschool Youngsters (HIPPI) program was expanded to serve an additional 120 children in north Pinellas County. Based upon the results of an assessment performed by a consulting team from the University of South Florida St. Petersburg Family Study Center, the FY2016 budgeted amount of \$602,000 for an expansion of the Quality Early Learning Initiative was discontinued, and the budget for the United Methodist Cooperative Ministries, Inc. Quality Early Learning Program was increased by \$308,597 to ensure high quality of service by adjusting the salaries and pay ranges of 51 direct line early learning workers, including all teaching and support staff.

School Success: JWB believes that every child deserves the opportunity to learn and succeed, demonstrating progress in social emotional, cognitive, literacy, and physical development. This focus area accounts for 28% of all children and family services consisting of 37 programs with a total investment of \$14.6 million. As a result of awards made by the Board in April, 2016 for New / Expanded programs, the following six new programs were added: Youth Employment Program, Seeing our Bright Future, Foster Grandparent Program, Prep for Middle School Success, Youth Innovators of Pinellas, and Yreads!. The Pinellas Support Team program was also expanded to

provide an additional 200 at-risk children and their families in Pinellas County with behavior modification, counseling and tutoring services. Allocation amounts were also shifted from various Community Out of School Time (COST) child care programs to Promise Time programs to increase the number of students participating in Promise Time.

Prevention of Child Abuse and Neglect: JWB believes that every child deserves to grow up and thrive in safe, healthy environments. This focus area accounts for 40% of all children and family programs consisting of 25 programs with a total investment of \$20.9 million. As a result of awards made by the Board in April, 2016 for New / Expanded programs a new program was added for Family Legal Support Services, and the Grace House program was enhanced by adding three new staff positions to create a follow-up service component for families receiving emergency and transitional shelter services.

Strengthening Community: JWB's Strategic Plan, adopted by the Board in 2006, focused on outcomes in three focus areas: School Readiness, School Success, and the Prevention of Child Abuse and Neglect. At a Board Workshop in March, 2016, the Board decided to add Strengthening Community as a fourth focus area. JWB believes in supporting place-based initiatives while engaging and empowering community leadership. The Neighborhood Family Centers, the Florida Afterschool Network, and the Pinellas County Homeless Leadership Board were reclassified from other focus areas to this focus area. The Cooperman-Bogue, Mini-Grants, Program Education Outreach, and Capital and Technology (all previously budgeted for in Non-Administration) were also appropriately reclassified to this focus area. This focus area accounts for 14% of all children and family programs, consisting of 15 programs with a total investment of \$7.3 million. As a result of awards made by the Board in April, 2016 for New / Expanded programs, the Hispanic Outreach Center - NFC program was expanded to provide a minimum of 410 low-income, Limited English Proficient (LEP) families in Tarpon Springs with a) family support and crisis intervention, b) behavioral therapy, c) family advocacy in support of family-law petitions, d) parenting classes, e) interpreter services, and f) legal clinics.

Administration

The Administration budget includes 55 full-time equivalent (FTE) positions; which is an increase of one (1) FTE from FY2016. The additional position restored to the Business, Finance and Technology Services department a Program Financial Analyst position. The cost for this position was offset by the elimination of a third party contractual services contract for program financial monitoring. The responsibility for performing this function will be resumed by JWB staff.

Salaries and benefits were increased by \$154,640 for anticipated wage and benefit adjustments including projected increases in health insurance costs and State-mandated employer contributions

to the Florida Retirement System (FRS). Operating expenses increased slightly by \$32,069 (after a significant reduction in operating expenses in the FY2016 budget of \$456,803). The administrative cost rate decreased to 9.09%, compared to 9.46% in FY2016.

Non-Administration

The Non-Administration budget reflects a decrease of \$255,544. Statutory fees, paid to the Tax Collector and Property Appraiser for the operational costs of their services, are projected to increase by \$29,772. Information Technology (IT) initiatives are implemented in alignment with business goals and include: Grant Evaluation and Management System enhancements; JWB website enhancements; JWB hardware and software replacements, and a possible Phase 2 implementation of Data Analytics. JWB Technology implementation costs decreased by \$285,391 from FY2016. The reduction in IT costs is due primarily to terminating funding for the Situational Awareness Management System (SAMS) system and delaying an Enterprise Resource Planning (ERP) system implementation.

JWB BOARD MEMBERS



Dr. James Sewell ● ●
Chair
Gubernatorial Appointee



Brian Aungst Jr. ●
Vice Chair
Gubernatorial Appointee



Susan Rolston ● ●
Secretary
Gubernatorial Appointee



The Honorable ● ●
Bob Dillinger
Public Defender



Maria Edmonds
Gubernatorial Appointee



The Honorable ●
Bernie McCabe
State Attorney



Michael Mikurak ●
Gubernatorial Appointee



The Honorable
Patrice Moore
Judge of the 6th Judicial
Circuit



Raymond Neri ●
Gubernatorial Appointee



The Honorable
Karen Seel
Pinellas County
Commissioner

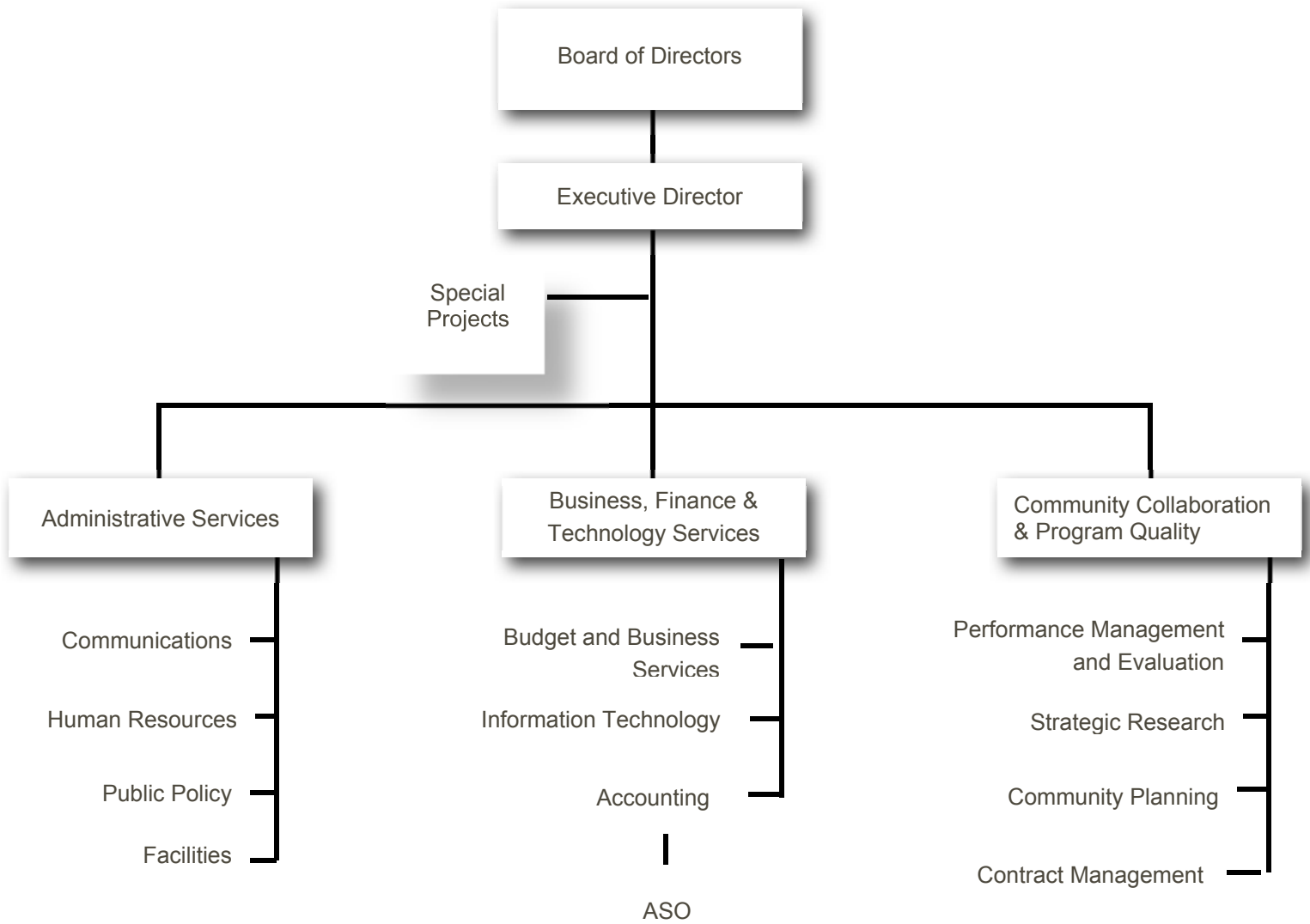


Dr. Michael A. Grego
Pinellas County Schools
Superintendent

● Executive Committee Member

● Finance Committee Member

ORGANIZATIONAL CHART



REVENUES & EXPENDITURES: SUMMARY

JUVENILE WELFARE BOARD Current Budget with Prior Year Comparison

| | Amended BUDGET 2014-15 | Amended BUDGET 2015-16 | Proposed BUDGET 2016-17 | % from Prior Year | % of Revenue/Expense Total |
|---|------------------------------|------------------------------|-------------------------------|-------------------------|----------------------------------|
| REVENUES | | | | | |
| Property Taxes | 53,677,304 | 57,208,632 | 61,323,488 | | |
| Budgeted at: | 97.50% | 97.00% | 97.00% | | |
| Property Taxes | 52,335,371 | 55,492,374 | 59,483,783 | 7.2% | 76.21% |
| Intergovernmental - Grants | 216,375 | 48,000 | - | -100.0% | |
| Interest | 58,000 | 50,000 | 75,000 | 50.0% | 0.10% |
| Rent | 22,000 | 22,000 | 22,000 | 0.0% | 0.03% |
| Contributions | 242,720 | 402,445 | 276,000 | -31.4% | 0.35% |
| Donations - Intergovernmental Transfers (IGT) | 7,479,406 | - | - | 0.0% | |
| TOTAL REVENUES | 60,353,872 | 56,014,819 | 59,856,783 | 6.9% | 76.69% |
| Fund Balance/Reserves/Net Assets | 15,423,226 | 17,255,059 | 18,191,890 | 5.4% | 23.31% |
| TOTAL REVENUES, TRANSFERS & BALANCES | 75,777,098 | 73,269,878 | 78,048,673 | 6.5% | 100.00% |
| EXPENDITURES | | | | | |
| Children and Family Programs | | | | | |
| Other Contracts | | | | | |
| Other Contracts | 216,375 | 124,725 | - | -100.0% | 0.00% |
| Intergovernmental Transfers (IGT) | 6,842,997 | - | - | 0.0% | |
| Children & Family Services | | | | | |
| School Readiness | 9,198,224 | 9,527,140 | 9,590,116 | 0.7% | 12.29% |
| School Success | 12,120,878 | 13,435,815 | 14,578,131 | 8.5% | 18.68% |
| Prevention of Child Abuse & Neglect | 20,899,962 | 20,201,740 | 20,900,579 | 3.5% | 26.78% |
| Strengthening Community | 5,178,763 | 5,539,777 | 7,297,347 | 31.7% | 9.35% |
| Contingency | - | 500,000 | 500,000 | 0.0% | 0.64% |
| General Government | | | | | |
| Administration | 6,963,759 | 6,904,639 | 7,091,348 | 2.7% | 9.09% |
| ASO | 441,841 | 287,360 | 315,686 | 9.9% | 0.40% |
| Non-Administration | 3,006,964 | 2,438,580 | 2,183,036 | -10.5% | 2.80% |
| TOTAL EXPENDITURES | 64,869,763 | 58,959,776 | 62,456,243 | 5.9% | 80.02% |
| Fund Balance/Reserves/Net Assets | | | | | |
| Restricted - Emergency Reserve (2 months) | 8,722,562 | 9,556,383 | 10,159,374 | 6.3% | 13.02% |
| Assigned - Note Receivable and Spence Award | 674,630 | 501,569 | 324,272 | -35.3% | 0.42% |
| Unassigned | 1,510,143 | 4,252,150 | 5,108,784 | 20.1% | 6.55% |
| Total Estimated Fund Balance | 10,907,335 | 14,310,102 | 15,592,430 | 9.0% | 19.98% |
| TOTAL EXPENDITURES, TRANSFERS & BALANCES | 75,777,098 | 73,269,878 | 78,048,673 | 6.5% | 100.00% |

REVENUES: BY CATEGORY & FUNDING SOURCE

JUVENILE WELFARE BOARD Current Budget with Prior Year Comparison

| | Amended BUDGET 2014-15 | Amended BUDGET 2015-16 | Proposed BUDGET 2016-17 |
|---|------------------------------|------------------------------|-------------------------------|
| MILLAGE RATE: | 0.8981 | 0.8981 | 0.8981 |
| Property Taxes | 53,677,304 | 57,208,632 | 61,323,488 |
| <i>Budgeted at:</i> | 97.50% | 97.00% | 97.00% |
| PROPERTY TAXES | 52,335,371 | 55,492,374 | 59,483,783 |
| INTERGOVERNMENTAL GRANTS | | | |
| Federal Grant - IRS VITA | 48,000 | 48,000 | - |
| INTEREST | | | |
| Interest Earnings | 58,000 | 50,000 | 75,000 |
| RENT | | | |
| Rental Income - 211 | 22,000 | 22,000 | 22,000 |
| CONTRIBUTIONS AND DONATIONS | | | |
| Annie E. Casey Foundation | 91,650 | - | - |
| 21st Century Evaluation Services | 76,725 | 76,725 | - |
| Family Service Initiative contributions | 75,720 | 62,720 | - |
| Cooperman Bogue Awards and In-kind Advertising | 167,000 | 263,000 | 276,000 |
| Donations-Intergovernmental Transfers | 7,479,406 | - | - |
| Total Contributions | 7,890,501 | 402,445 | 276,000 |
| TOTAL SOURCES | 60,353,872 | 56,014,819 | 59,856,783 |
| Fund Balance/Reserves/Net Assets | 15,423,226 | 17,255,059 | 18,191,890 |
| TOTAL REVENUES, TRANSFERS & BALANCES | 75,777,098 | 73,269,878 | 78,048,673 |

EXPENDITURES: CHILDREN & FAMILY PROGRAMS

JUVENILE WELFARE BOARD Current Budget with Prior Year Comparison

| <u>OTHER CONTRACTS</u> | Amended BUDGET | Amended BUDGET | Proposed BUDGET | |
|--|---------------------------|---------------------------|----------------------------|----------------------------------|
| | 2014-15 | 2015-16 | 2016-17 | |
| 21st Century Evaluation Services | 76,725 | 76,725 | - | |
| VITA | 48,000 | 48,000 | - | |
| Annie E. Casey | 91,650 | - | - | |
| Intergovernmental Transfer Program (AHCA) | 6,842,997 | - | - | |
| Total Other Contracts | 7,059,372 | 124,725 | - | |
| <u>CHILDREN AND FAMILY SERVICES</u> | Amended BUDGET | Amended BUDGET | Proposed BUDGET | Percent of Focus Area |
| <u>School Readiness</u> | 2014-15 | 2015-16 | 2016-17 | |
| CASA, INC. | | | | |
| Peacemakers | 200,000 | 200,000 | 210,246 | 2.19% |
| DIRECTIONS FOR MENTAL HEALTH, INC. | | | | |
| Early Childhood Consultation Services | 219,597 | 219,597 | 230,402 | 2.40% |
| EARLY LEARNING COALITION OF PINELLAS COUNTY, INC. | | | | |
| Child Care Executive Partnership | 1,040,000 | 1,040,000 | 1,040,000 | 10.84% |
| Subsidized Child Care Match | 720,000 | 720,000 | 720,000 | 7.51% |
| NAEYC Accreditation Assistance Project (AAP) | 130,000 | - | - | |
| FLORIDA DEPARTMENT OF HEALTH | | | | |
| Pinellas County Licensing Board | 564,643 | 564,643 | 595,286 | 6.21% |
| PARC INC. | | | | |
| Discovery Learning Center | 739,803 | 694,816 | 666,851 | 6.95% |
| Family Focus | 121,870 | 121,870 | 130,184 | 1.36% |
| QUALITY EARLY LEARNING INITIATIVE | 602,000 | 524,850 | - | |
| R'CLUB CHILD CARE, INC. | | | | |
| Home Instruction for Parents of Preschool Youngsters (HIPPY) | 516,892 | 683,335 | 926,708 | 9.66% |
| Lew Williams Center for Early Learning | 600,000 | 600,000 | 622,179 | 6.49% |
| R'Community Pride Homeless Early Learning Program (HELP) | 348,000 | 363,381 | 330,023 | 3.44% |
| Special Services | 890,669 | 890,669 | 908,202 | 9.47% |
| ST. PETERSBURG COLLEGE | | | | |
| Early Learning Workers and Quality Scholarships | 30,000 | - | - | |
| Preschool Certificate Programs | 54,000 | 54,000 | 54,000 | 0.56% |
| UNITED METHODIST COOPERATIVE MINISTRIES, INC. | | | | |
| Quality Early Learning Initiative | 2,076,259 | 2,353,409 | 2,584,856 | 26.95% |
| Children of the World | 344,491 | 365,491 | 306,579 | 3.20% |
| UNIVERSITY OF SOUTH FLORIDA | | | | |
| Infant Family Mental Health Program | - | 131,079 | 264,600 | 2.76% |
| Total School Readiness | 9,198,224 | 9,527,140 | 9,590,116 | 18.31% |

School Success**ARTS 4 LIFE ACADEMY, INC.**

| | | | | |
|--------------------|---------|---------|---------|-------|
| Artz 4 Life (COST) | 324,772 | 312,190 | 287,708 | 1.97% |
|--------------------|---------|---------|---------|-------|

BETHEL COMMUNITY FOUNDATION

| | | | | |
|---------------------------------------|---------|---------|---------|-------|
| Truancy Intervention Program Services | 130,110 | 138,310 | 148,076 | 1.02% |
|---------------------------------------|---------|---------|---------|-------|

BIG BROTHERS BIG SISTERS OF TAMPA BAY, INC

| | | | | |
|-------------------------|---------|---------|---------|-------|
| Comprehensive Mentoring | 628,297 | 588,912 | 628,013 | 4.31% |
|-------------------------|---------|---------|---------|-------|

BOLEY CENTER

| | | | | |
|--------------------------|---|---------|---------|-------|
| Youth Employment Program | - | 378,450 | 908,280 | 6.23% |
|--------------------------|---|---------|---------|-------|

BOYS AND GIRLS CLUB OF THE SUNCOAST

| | | | | |
|-------------------------------------|-----------|-----------|---------|-------|
| Community Out of School Time (COST) | 1,100,515 | 1,192,393 | 850,597 | 5.83% |
|-------------------------------------|-----------|-----------|---------|-------|

CITY OF CLEARWATER

| | | | | |
|---------------------------|---------|---------|---------|-------|
| City of Clearwater (COST) | 402,442 | 345,924 | 361,791 | 2.48% |
|---------------------------|---------|---------|---------|-------|

CITY OF DUNEDIN

| | | | | |
|--------------|--------|--------|--------|-------|
| Promise Time | 11,160 | 22,920 | 46,310 | 0.32% |
|--------------|--------|--------|--------|-------|

CITY OF LARGO

| | | | | |
|--------------|--------|--------|---------|-------|
| Promise Time | 22,320 | 17,040 | 137,082 | 0.94% |
|--------------|--------|--------|---------|-------|

| | | | | |
|----------------------|---------|---------|---|--|
| City of Largo (COST) | 169,780 | 104,000 | - | |
|----------------------|---------|---------|---|--|

CITY OF ST. PETERSBURG

| | | | | |
|--|-----------|-----------|-----------|--------|
| TASCO Center Based Teen Programs - OST | 1,737,009 | 1,786,039 | 1,897,014 | 13.01% |
|--|-----------|-----------|-----------|--------|

FAMILY RESOURCES, INC.

| | | | | |
|--------------------|---------|---------|---------|-------|
| YAC Skyview (COST) | 150,916 | 219,905 | 451,487 | 3.10% |
|--------------------|---------|---------|---------|-------|

FLORIDA DEPARTMENT OF HEALTH

| | | | | |
|------------------------------|---------|---------|---------|-------|
| School Based Health Services | 856,327 | 864,890 | 928,458 | 6.37% |
|------------------------------|---------|---------|---------|-------|

| | | | | |
|--------------------------------------|---------|---------|---------|-------|
| Pinellas School Based Dental Sealant | 150,000 | 150,000 | 150,000 | 1.03% |
|--------------------------------------|---------|---------|---------|-------|

GIRL SCOUTS OF WEST CENTRAL FLORIDA

| | | | | |
|-------------------------------------|---|---|---------|-------|
| Girl Scouts of West Central Florida | - | - | 210,000 | 1.44% |
|-------------------------------------|---|---|---------|-------|

JAMES B. SANDERLIN FAMILY SERVICE CENTER, INC.

| | | | | |
|--|---------|---------|---------|-------|
| Literacy for Faith Based Organizations | 498,160 | 587,968 | 604,516 | 4.15% |
|--|---------|---------|---------|-------|

| | | | | |
|-------------------|---------|---------|---------|-------|
| YDF - AKA AKAdemy | 118,225 | 115,561 | 109,861 | 0.75% |
|-------------------|---------|---------|---------|-------|

LOCAL COMMUNITY HOUSING CORP

| | | | | |
|--------------------|---------|---------|---------|-------|
| Cops n Kids (COST) | 408,730 | 280,000 | 287,582 | 1.97% |
|--------------------|---------|---------|---------|-------|

OST & PROMISE TIME CURRICULUM LICENSES (CURRICULUM ASSOCIATES)

| | | | | |
|--|---------|---------|---------|-------|
| | 300,000 | 321,000 | 264,000 | 1.81% |
|--|---------|---------|---------|-------|

PACE CENTER FOR GIRLS, INC.

| | | | | |
|-----------------------|---------|---------|--------|-------|
| PACE Center for Girls | 189,015 | 162,641 | 90,000 | 0.62% |
|-----------------------|---------|---------|--------|-------|

PINELLAS COUNTY SHERIFF'S OFFICE POLICE ATHLETIC LEAGUE

| | | | | |
|-------------------------------|---|---------|---------|-------|
| Lealman Sports Complex (COST) | - | 211,008 | 171,817 | 1.18% |
|-------------------------------|---|---------|---------|-------|

PRESERVE VISION FLORIDA

| | | | | |
|--------------------------|---|--------|---------|-------|
| Seeing our Bright Future | - | 75,000 | 150,000 | 1.03% |
|--------------------------|---|--------|---------|-------|

R'CLUB CHILD CARE, INC.

| | | | | |
|--------------------------|---|---------|---|--|
| R'Club Child Care (COST) | - | 328,000 | - | |
|--------------------------|---|---------|---|--|

| | | | | |
|----------------|---------|---------|--------|-------|
| Fairmount Park | 330,684 | 200,000 | 98,801 | 0.68% |
|----------------|---------|---------|--------|-------|

| | | | | |
|---|---------|---------|---------|-------|
| 21st Century Community Learning Centers | 682,896 | 822,387 | 482,340 | 3.31% |
|---|---------|---------|---------|-------|

| | | | | |
|--------------|---------|---------|---------|-------|
| Promise Time | 167,400 | 217,740 | 531,534 | 3.65% |
|--------------|---------|---------|---------|-------|

| | | | | |
|--|-------------------|-------------------|-------------------|---------------|
| SENIORS IN SERVICE TAMPA BAY | | | | |
| Foster Grandparent Program | - | 126,720 | 273,386 | 1.88% |
| SIXTH JUDICIAL CIRCUIT OF FLORIDA | | | | |
| Behavioral Evaluation | 405,597 | 405,597 | 420,711 | 2.89% |
| SUMMER BRIDGE WRAP POOL | 2,187,434 | 2,187,434 | 2,187,434 | 15.00% |
| THE CHILDREN'S HOME, INC. | | | | |
| Pinellas Support Team | 320,033 | 330,000 | 458,296 | 3.14% |
| USF BOARD OF TRUSTEES | | | | |
| Prep for Mid School Success | - | 111,513 | 235,464 | 1.62% |
| WORKNET PINELLAS | | | | |
| Youth Innovators of Pinellas | - | 43,275 | 40,808 | 0.28% |
| YMCA OF GREATER ST. PETERSBURG, INC. | | | | |
| 21st Century | - | - | 223,204 | 1.53% |
| Yreads! | | 45,585 | 170,245 | 1.17% |
| Promise Time | 225,646 | 184,467 | 211,078 | 1.45% |
| YMCA OF THE SUNCOAST, INC. | | | | |
| Promise Time | 78,120 | 88,552 | 390,218 | 2.68% |
| YMCA of the Suncoast (COST) | 364,713 | 303,117 | - | |
| YOUTH DEVELOPMENT INITIATIVES, INC. | | | | |
| Precious Pearls/Alpha Institute | 160,577 | 167,277 | 172,020 | 1.18% |
| Total School Success | 12,120,878 | 13,435,815 | 14,578,131 | 27.84% |
| <u>Prevention of Child Abuse and Neglect</u> | | | | |
| 2-1-1 TAMPA BAY CARES, INC. | | | | |
| Family Services Initiative | 1,125,912 | 1,026,768 | 961,808 | 4.60% |
| ALPHA HOUSE OF PINELLAS COUNTY, INC. | | | | |
| Alpha House Residential Program | 94,170 | - | - | |
| BE WATER SMART FROM THE START | | | | |
| | - | 25,000 | 25,000 | 0.12% |
| CASA, INC. | | | | |
| Domestic Violence/Substance Abuse | 365,504 | 293,267 | 304,487 | 1.46% |
| CENTRAL FLORIDA BEHAVIORAL HEALTH NETWORK, INC. | | | | |
| FSI Utilization Management | 228,619 | 198,695 | 203,194 | 0.97% |
| DIRECTIONS FOR MENTAL HEALTH, INC. | | | | |
| Children's Outpatient | 667,630 | 567,630 | 613,519 | 2.94% |
| FAMILY RESOURCES, INC. | | | | |
| SafePlace2B | 358,975 | 288,081 | 300,612 | 1.44% |
| FAMILY SERVICES INITIATIVE | | | | |
| Children and Family Services Pool | 2,075,720 | 1,949,210 | 1,862,018 | 8.91% |
| FLORIDA DEPARTMENT OF CHILDREN AND FAMILIES | | | | |
| Community Provider position | 25,000 | 25,000 | 28,035 | 0.13% |
| FLORIDA DEPARTMENT OF HEALTH | | | | |
| Healthy Families Pinellas | 5,337,824 | 5,337,824 | 5,459,001 | 26.12% |
| Nurse Family Partnership | 750,089 | 750,089 | 709,661 | 3.40% |
| NUTRITIONAL SUPPLEMENT (GA FOODS) | | | | |
| Food Services for Chronically Hungry | 350,000 | 350,000 | 350,000 | 1.67% |
| Summer Food Program | 173,411 | 173,411 | 173,411 | 0.83% |
| GULF COAST JEWISH FAMILY AND COMMUNITY SERVICES, INC. | | | | |
| Violence Prevention | 722,009 | 628,234 | 650,563 | 3.11% |
| GULF COAST LEGAL SERVICES | | | | |
| Family Legal Support Services | - | 22,534 | 38,794 | 0.19% |
| OPERATION PAR, INC. | | | | |
| COSA at the Child Development and Family Guidance Center | 646,287 | 591,230 | 616,650 | 2.95% |
| Motivating New Moms (MnM) | 158,642 | 158,642 | 169,481 | 0.81% |

| | | | | |
|--|-------------------|-------------------|-------------------|----------------|
| PARC, INC. | | | | |
| Respite | 360,000 | 360,000 | 374,342 | 1.79% |
| PERSONAL ENRICHMENT THROUGH MENTAL HEALTH SERVICES, INC. | | | | |
| FSI System Navigators | 1,173,433 | 1,203,714 | 1,387,947 | 6.64% |
| R'CLUB CHILD CARE, INC. | | | | |
| CASA Youth Center | 112,362 | - | - | |
| Exceptional Services | 187,131 | 187,131 | 201,762 | 0.97% |
| RELIGIOUS COMMUNITY SERVICES, INC. | | | | |
| RCS Grace House | 61,391 | 220,147 | 350,143 | 1.68% |
| The Haven of RCS | 152,129 | 104,382 | 131,093 | 0.63% |
| SUNCOAST CENTER, INC. | | | | |
| Family Services | 4,812,654 | 4,839,648 | 5,087,955 | 24.34% |
| THE CHILDREN'S HOME, INC. | | | | |
| Kinship Services Network of Pinellas | 961,070 | 901,103 | 901,103 | 4.31% |
| <i>Total Prevention of Child Abuse and Neglect</i> | 20,899,962 | 20,201,740 | 20,900,579 | 39.91% |
| <u>Strengthening Community</u> | | | | |
| CITIZEN'S ALLIANCE FOR PROGRESS, INC. | | | | |
| CAP - NFC | 533,295 | 535,700 | 514,590 | 0.98% |
| COOPERMAN BOGUE | - | 250,000 | 281,000 | 0.54% |
| DR. MARTIN LUTHER KING CENTER JR. NFC | | | | |
| Martin Luther King Jr. - NFC | 434,836 | 439,580 | 437,805 | 0.84% |
| FAMILY CENTER ON DEAFNESS, INC. | | | | |
| Family Center on Deafness | 415,144 | 420,452 | 396,664 | 0.76% |
| FLORIDA AFTERSCHOOL NETWORK | 10,000 | 10,000 | 10,000 | 0.02% |
| GREATER RIDGECREST AREA YOUTH DEVELOPMENT INITIATIVE | | | | |
| GRAYDI - NFC | 354,333 | 391,948 | 385,462 | 0.74% |
| HIGH POINT COMMUNITY PRIDE NEIGHBORHOOD FAMILY CENTER, INC. | | | | |
| High Point - NFC | 435,249 | 410,472 | 396,087 | 0.76% |
| INTERCULTURAL ADVOCACY INSTITUTE | | | | |
| Hispanic Outreach Center - NFC | 397,810 | 535,422 | 547,211 | 1.04% |
| JAMES B. SANDERLIN FAMILY SERVICE CENTER, INC. | | | | |
| Sanderlin - NFC | 927,864 | 861,004 | 880,095 | 1.68% |
| LEALMAN AND ASIAN NEIGHBORHOOD FAMILY CENTER | | | | |
| Lealman/Asian - NFC | 635,413 | 604,209 | 602,772 | 1.15% |
| MINI-GRANTS | - | 20,000 | 20,000 | 0.04% |
| PINELLAS COUNTY HOMELESS LEADERSHIP BOARD, INC. | | | | |
| Homeless Leadership Board | 25,000 | 45,000 | 45,000 | 0.09% |
| PROGRAM EDUCATION OUTREACH | 200,000 | 335,000 | 451,000 | 0.86% |
| RFA FOR CAPITAL AND TECHNOLOGY | 447,264 | 328,859 | 2,000,000 | 3.82% |
| SAFETY HARBOR NEIGHBORHOOD FAMILY CENTER, INC | | | | |
| Mattie Williams - NFC | 362,555 | 352,131 | 329,661 | 0.63% |
| <i>Total Strengthening Community</i> | 5,178,763 | 5,539,777 | 7,297,347 | 13.94% |
| TOTAL CHILDREN AND FAMILY SERVICES | 47,397,827 | 48,704,472 | 52,366,173 | 100.00% |
| <u>CONTINGENCY</u> | | | | |
| Contingency | - | 500,000 | 500,000 | |
| <i>Total Contingency</i> | - | 500,000 | 500,000 | |
| TOTAL Children and Family Programs | 54,457,199 | 49,329,197 | 52,866,173 | |

EXPENDITURES: GENERAL GOVERNMENT - ADMINISTRATION

JUVENILE WELFARE BOARD Current Budget with Prior Year Comparison

| <u>Administration</u> | <u>Amended BUDGET 2014-15</u> | <u>Amended BUDGET 2015-16</u> | <u>Proposed BUDGET 2016-17</u> |
|--------------------------------|---------------------------------------|---------------------------------------|--|
| Salaries & Benefits | 4,932,142 | 5,329,825 | 5,484,465 |
| Operating | | | |
| Contractual Services | 736,840 | 739,100 | 689,144 |
| Building Services | 758,626 | 515,025 | 531,735 |
| Training & Supplies | 423,145 | 271,379 | 318,901 |
| Other Operating | 113,006 | 49,310 | 67,103 |
| Operating Totals | <u>2,031,617</u> | <u>1,574,814</u> | <u>1,606,883</u> |
| Capital | - | - | - |
| Total Budget | <u><u>6,963,759</u></u> | <u><u>6,904,639</u></u> | <u><u>7,091,348</u></u> |

EXPENDITURES: GENERAL GOVERNMENT - ASO

JUVENILE WELFARE BOARD Current Budget with Prior Year Comparison

| <u>ASO</u> | <u>Amended BUDGET 2014-15</u> | <u>Amended BUDGET 2015-16</u> | <u>Proposed BUDGET 2016-17</u> |
|--------------------------------|---------------------------------------|---------------------------------------|--|
| Salaries & Benefits | 418,673 | 278,015 | 305,791 |
| Operating | | | |
| Contractual Services | 5,760 | - | - |
| Building Services | 8,068 | 4,800 | 4,800 |
| Training & Supplies | 8,975 | 4,225 | 4,775 |
| Other Operating | 365 | 320 | 320 |
| Operating Totals | <u>23,168</u> | <u>9,345</u> | <u>9,895</u> |
| Capital | - | - | - |
| Total Budget | <u>441,841</u> | <u>287,360</u> | <u>315,686</u> |

EXPENDITURES: GENERAL GOVERNMENT – NON-ADMINISTRATION

JUVENILE WELFARE BOARD Current Budget with Prior Year Comparison

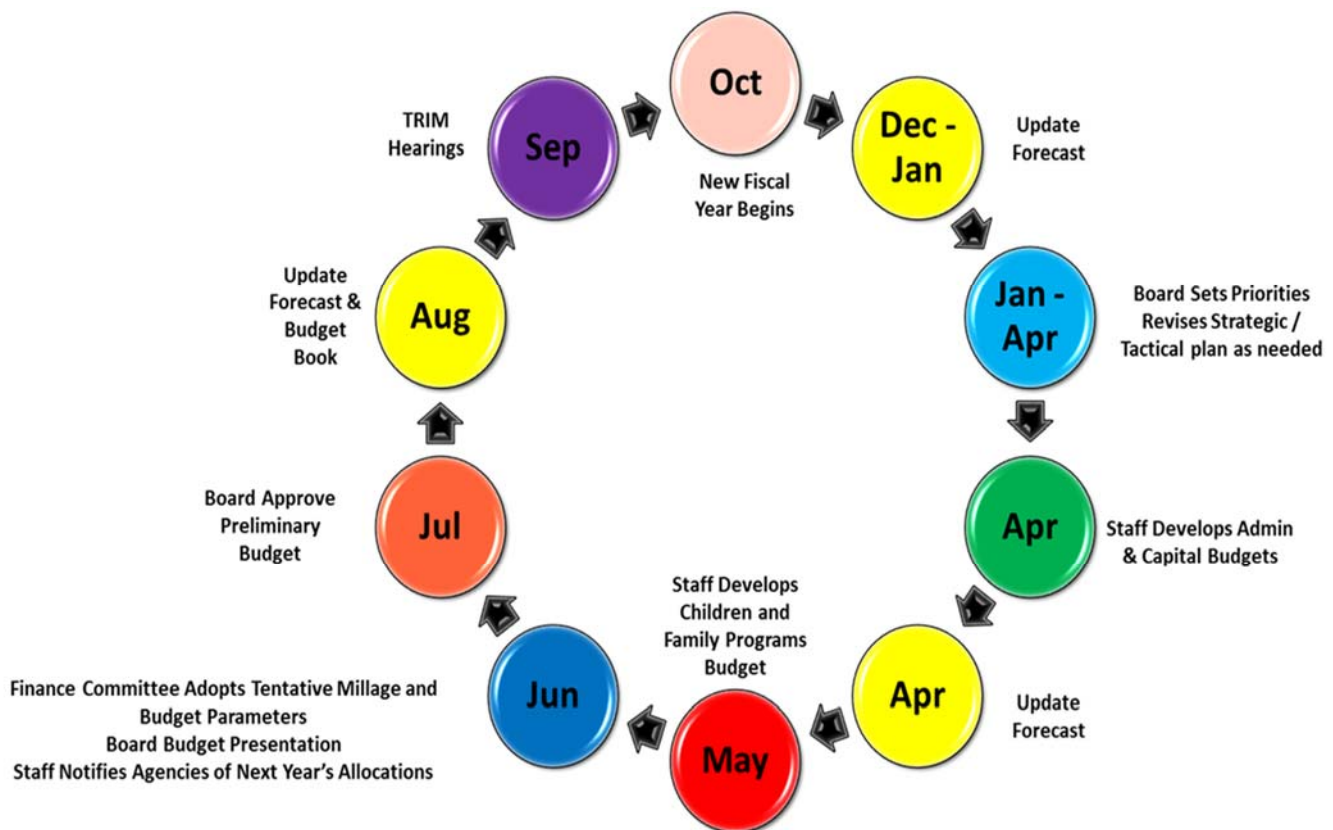
| <u>Non-Administration</u> | <u>Amended BUDGET 2014-15</u> | <u>Amended BUDGET 2015-16</u> | <u>Proposed BUDGET 2016-17</u> |
|---------------------------------------|---------------------------------------|---------------------------------------|--|
| Statutory Fees | 1,256,049 | 1,285,440 | 1,315,212 |
| Internal Technology Implementation | 1,160,000 | 1,077,490 | 792,099 |
| Other Non-Administration | | | |
| Program Development | 518,915 | - | - |
| Performance Measurement | 72,000 | 75,650 | 75,725 |
| Other Non-Administration Total | <u>590,915</u> | <u>75,650</u> | <u>75,725</u> |
| Total Budget | <u><u>3,006,964</u></u> | <u><u>2,438,580</u></u> | <u><u>2,183,036</u></u> |

BUDGET PROCESS

JWB’s budgetary process is governed by Florida Statutes, specifically Chapters 189 and 200. Chapter 189 sets forth specific requirements for the form and content of special district budgets and their execution and amendment. Chapter 200 details the Truth in Millage (TRIM) requirements for adoption of local government ad valorem millage rates and the process and timeline to keep citizens informed.

The Juvenile Welfare Board Act Chapter 2003-320 specifies that on or before July 1st of each year, JWB shall prepare and adopt an annual written budget of its expected income and expenditures, including a contingency fund. Included in each certified budget shall be an estimate of the millage rate necessary to be applied to raise the funds budgeted for expenditures.

An outline of JWB’s budget process, including the requirements set forth in Florida Statutes and JWB’s Act, is provided below:



FY2017 BUDGET CALENDAR

| DATE | ACTIVITY | PARTICIPANTS |
|------|----------|--------------|
|------|----------|--------------|

Note: Highlighted sections are required by Florida Statutes or JWBs Act.

JANUARY

| | | |
|------------|---|--------------------------------------|
| January 26 | Staff Presents FY16 – FY20 Budget Forecast to Finance Committee | Finance Committee JWB Staff (CFO) |
|------------|---|--------------------------------------|

MARCH

| | | |
|----------|--|--------------------------------------|
| March 15 | Finance / Operations Round Table Meeting | JWB Staff JWB Funded Agency Staff |
| March 30 | Budget Workshop | Board JWB Staff (Exec. Team) |

APRIL

| | | |
|----------|---|---|
| April 4 | FY17 Budget development process begins with a Budget Kickoff Meeting and budget instructions provided to staff | JWB Staff (Department Heads & Budget Staff) |
| April 14 | Board Selects TRIM Hearing Dates | Board JWB Staff (CFO) |
| April 20 | FY17 General Government budget submissions due to Budget Staff | JWB Staff (Department Heads & Budget Staff) |
| April 27 | Budget Staff Present Projected Fund Lapse and Updated Forecast to Department Heads in Budget & Financial Review Meeting | JWB Staff (Department Heads & Budget Staff) |

MAY

| | | |
|--------|--|---|
| May 23 | Exec. Team reviews and approves FY17 General Government budget submissions submitted by department heads | JWB Staff (Exec. Team) |
| May 24 | Staff Discussion of FY17 Children and Family Programs Budget in Budget & Financial Review Meeting | JWB Staff (Department Heads & Budget Staff) |
| May 25 | Finance / Operations Round Table Meeting | JWB Staff JWB Funded Agency Staff |
| May 31 | Staff Review of F17 Budget in Detail | JWB Staff (Department Heads & Budget Staff) |

JUNE

| | | |
|--------|---|--|
| June 1 | Property Appraiser Delivers Preliminary Estimates of Taxable Values F.S. 200.065(7) | JWB Staff (Budget Staff) Property Appraiser |
|--------|---|--|

| | | |
|--------|---|---|
| June 2 | Budget Staff Present Budget and Forecast Updated with Estimated Taxable Values in Budget & Financial Review Meeting | JWB Staff (Department Heads & Budget Staff) |
| June 6 | Staff Presents Budget Parameters to Finance Committee for Discussion <i>*Cancelled due to No Quorum</i> | Finance Committee JWB Staff (CFO) |
| June 9 | Staff Presents FY17 Proposed Budget including Proposed Millage Rate JWB Act Ch. 2003-320 | Board JWB Staff (CFO) |

JULY

| | | |
|---------|--|--|
| July 1 | Property Appraiser Certifies Taxable Values F.S. 200.065(1) | JWB Staff (Budget Staff) Property Appraiser |
| July 7 | Staff Presents FY17 Proposed Budget with Certified Taxable Values to Finance Committee | Finance Committee JWB Staff (CFO) |
| July 14 | Staff Presents FY17 Proposed Budget with Certified Taxable Values to Board | Board JWB Staff (CFO) |

AUGUST

| | | |
|-----------|---|---|
| August 4 | JWB notifies Property Appraiser of Proposed Millage Rate, Date/Time/Place of 1 st Public Budget Hearing F.S. 200.065(2)(b) | JWB Staff (Exec Director) Property Appraiser |
| August 11 | Staff Presents any Changes to FY17 Proposed Budget to Finance Committee | Finance Committee JWB Staff (CFO) |
| August 22 | Property Appraiser mails TRIM Notices F.S. 200.065(2)(b) | Property Appraiser |

SEPTEMBER

| | | |
|--------------|--|------------------------------|
| September 8 | First Public Hearing to Adopt a Tentative Budget and Millage Rate F.S. 200.065(2)(c) | Board JWB Staff Public |
| September 19 | JWB Advertisement of Intent to Adopt Final Millage Rates and Budget at Second Public Hearing F.S. 200.065(2)(d) and 200.065(3) | JWB Staff (Budget Staff) |
| September 22 | Final Public Hearing to Adopt Final Budget and Millage Rate F.S. 200.065(2)(d) | Board JWB Staff Public |
| September 23 | JWB Forwards Millage Rate to the Property Appraiser, Tax Collector and DOR F.S. 200.065(4) | Board JWB Staff |

OCTOBER

| | | |
|-----------|---|--------------------|
| October 1 | Beginning of New Fiscal Year | |
| October 6 | Certification of Final Taxable Values F.S. 200.065(6) | Board JWB Staff |

| | | |
|------------|---|-----------|
| October 21 | JWB Certifies Compliance with Florida Statutes, to the Department of Revenue F.S. 200.068 | JWB Staff |
|------------|---|-----------|

GLOSSARY

Ad Valorem Tax

Also Property Tax. A tax levied in proportion to the value of the property against which it is levied.

Administrative Cost

Expense incurred in controlling and directing an organization, but not directly identifiable with program services. Salaries of senior executives and costs of general services (such as accounting) fall under this heading. Administrative costs are related to the organization as a whole, as opposed to expenses related to individual services.

Administrative Services Organization (ASO)

A JWB department that provides fiscal services and benefit administration for JWB funded agencies to meet their administrative needs.

Adopted Budget

The financial plan for the fiscal year beginning October 1. Required by law to be approved by the JWB Board at the second of two public hearings in September.

Appropriation

The legal authorization granted by a legislative body to make expenditures and to incur obligations for specific purposes. An appropriation is usually limited in the amount and as to the time when it may be expended. It is the act of appropriation that funds the budget.

Assessed Value

A valuation set upon real estate or other property by a government as basis for levying taxes. Taxable value is then calculated based on the assessed value. The assessed value is set by the County Property Appraiser, an independent elected official.

Budget

A financial plan containing an estimate of proposed revenues and expenditures for a given period (typically a fiscal year).

Budget Amendment

A change to the adopted budget that does not increase or decrease the total amount of appropriations in a fund. The change must be approved by the Board, although authority for some changes (e.g., \$50,000 or less) has been delegated to the Executive Director.

Building Services

A categorization of operating expenditures for services that include communication services for telephone and networks, postage expenses, the rent and lease of the building, insurance requirements, and repair and maintenance needed for the care of the building and equipment.

Contingency

These expenditures are set aside for time-sensitive requests for emergencies, acute one-time-only unmet needs, community change initiatives, or match support.

Contractual Services

A categorization of operating expenditures for services procured independently by contract or agreement with persons, firms, corporations, or other governmental units. For JWB, this includes Professional Services, Audit Services, and Other Contractual Services.

Department

Organizational unit that is responsible for carrying out specific government functions or services, such as Human Resources.

Expenditure

Decreases in fund financial resources for the cost of goods received or services rendered.

Fiscal Year

A twelve-month period of time to which the annual budget applies. At the end of this time, a governmental unit determines its financial position and the results of its operations. The JWB fiscal year begins on October 1 and ends on September 30 of the subsequent calendar year. Fiscal Years are generally referred to by the year in which they end; therefore, FY 2017 is the year ending September 30, 2017.

Fund

An unallocated sum of money available for specified purposes.

Fund Balance

Within a fund, the resources on hand at the beginning of the fiscal year, plus revenues received during the year, less expenses, equals ending fund balance. The **Ending Fund Balance** of one fiscal year, plus lapse funds anticipated at the end of a fiscal year will be budgeted as the **Beginning Fund Balance** for that fund for the upcoming fiscal year.

General Fund

This fund accounts for all financial transactions except those required to be accounted for in other funds. The fund's resources, ad valorem taxes, and other revenues provide services or benefits to all JWB Programs.

Lapse Funds

Funds remaining from the unused budgeted amount.

Millage Rate

A rate applied to a property's taxable value to determine property tax due. As used with ad valorem (property) taxes, the rate expresses the dollars of tax per one thousand dollars of taxable value (e.g. - a 5 mill tax on \$1,000 equals \$5.00).

Mission Statement

A broad statement of purpose which is derived from organization and/or community values and goals.

Operating Budget

The operating budget includes appropriations for recurring and certain one-time expenditures that will be consumed in a fixed period of time to provide for day-to-day operations (e.g., salaries and

related benefits; operating supplies; contractual and maintenance services; professional services, and software).

Other Operating

A categorization of operating expenditures that includes expenses for promotional activities and costs for books, subscriptions, dues and membership fees.

Reserve Fund

An account used to indicate that a portion of fund equity which is, by board policy, restricted for a specific purpose or not available for appropriation and subsequent spending.

Revenue

The amount estimated to be received from taxes or other sources during a fiscal year.

Statute

A written law enacted by a duly organized and constituted legislative body.

Statutory Fees

A categorization of non-administration expenditures for fees local governments are required by statute to pay to the Tax Collector and Property Appraiser for the operational costs of their services.

Taxes

Compulsory charges levied by a government for the purpose of financing services performed for the common benefit.

Taxable Value

The assessed value of property minus any authorized exemptions (e.g. - agricultural, homestead exemption, Save Our Homes). This value is used to determine the amount of property (ad valorem) tax to be levied.

Training & Supplies

A categorization of operating expenditures that includes expenses for travel costs, conference fees, office and operating supplies, and training costs.