



Juvenile Welfare Board of Pinellas County

FY18 BUDGET

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EXECUTIVE SUMMARY

Message from our Chief Executive Officer



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 and has been our charge since our creation by Pinellas County citizens in 1945.

While our commitment and concern is for all children, we are mindful to never lose sight of the individual child. From the programs we fund, to the partnerships we foster, to our collective work – *everything* we do is to ensure **Pinellas County children have the best opportunities to lead healthy, successful, and satisfying lives.**

Governed and guided by an 11-member Board of Directors, we have identified four strategic focus areas that provide a framework for our community's investments: **School Readiness, School Success, Prevention of Child Abuse and Neglect, and Strengthening Community.**

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 for four collective impact initiatives: **Childhood Hunger, Grade-Level Reading, Preventable Child Deaths, and Mentoring and Tutoring.**

JWB is nationally-accredited through the Council on Accreditation (COA), an independent human service accrediting organization. Accreditation signifies that an organization achieves the highest standards for quality and excellence, resulting in the best possible outcomes for all of its stakeholders.

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 for Pinellas County's children which ultimately strengthens our community!

A handwritten signature in black ink that reads "Marcie A. Biddleman". The signature is written in a cursive, flowing style.

Dr. Marcie A. Biddleman
Chief Executive Officer

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 FY18 Budget totals \$84.2 million, an increase of \$6.2 million or 7.9% over the FY17 Amended Budget. This section provides an overview of the significant changes in revenues and expenditures from the FY17 Budget and how the budget will be used to support and advance the priorities of the Juvenile Welfare Board for the upcoming year.

Revenue

Property Tax

As a result of property valuations increasing in Pinellas County, budgeted property tax revenues increased \$4.6 million, or 7.8% over FY17. The millage rate of 0.8981 mills remains unchanged.

Interest Revenue

The budgeted amount for interest revenue, \$250,000, was increased by \$175,000 for FY18 due to increased interest rates which are projected to increase further or maintain at current levels. 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 FY17. 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.

Contributions

Contributions increased by \$44,580 for FY18 primarily due to interns and volunteer hours. JWB will utilize interns and volunteers to assist various departments of the organization. The interns assist the Research and Evaluation unit with various projects that work toward achieving the mission of the organization. Volunteers have been very resourceful at JWB, not only greeting individuals who are entering the building, but doing quality assurance of documents scanned into Laserfische, JWB's documentation retention system. The rates for both the interns and volunteers are obtained from independent sources relative to their positions.

Expenditures

Children and Family Programs

JWB Strategic Goals

Overarching Goal: Investing in children and strengthening our community to have the greatest positive influence on the children and families of Pinellas County.

A 3% allocation increase, totaling \$1.1 million, for eligible programs in each of the focus areas is budgeted to help maintain existing service levels and to ensure continued program quality. A summary of each focus area, along with a description of any additional changes, are described below.

School Readiness: Children served by JWB-funded School Readiness programs will enter Kindergarten ready to learn. This focus area accounts for 17.6% of all children and family services consisting of 13 programs with a total investment of \$9.3 million.

No additional investments in this focus area were made for FY18.

School Success: Children served by JWB-funded School Success programs will show improvement or maintain performance in grades, attendance, behavior, and achieve promotion to the next grade. This focus area accounts for 30.1% of all children and family services consisting of 40 programs with a total investment of \$15.9 million. R'Club Child Care – Seminole Middle R'Club increased \$166,352 to provide services at an additional site as a pilot program (began in August 2017) to target students who are deemed high risk of academic failure and in need of academic support. In addition, YMCA of Greater St. Petersburg - 21st Century Learning Centers increased \$10,033 to offset the loss of grant funding from the Department of Education. R'Club Child Care - Fairmont decreased by \$49,172 due to the phasing out of child care services subsequent to the Children's Initiative.

Prevention of Child Abuse and Neglect: Children served by JWB-funded Prevention of Child Abuse and Neglect programs will thrive in safe and healthy environments. This focus area accounts for 39.7% of all children and family programs consisting of 24 programs with a total investment of \$21.0 million.

Personal Enrichment through Mental Health Services - Home Navigation is being added to fund two new HOME navigation positions at \$111,975. The funds are to support a pilot program of two navigator positions who will provide support to the Pinellas County Sheriff's Office HOME (Habitual Offender Monitoring Enforcement) team.

Strengthening Community: Children served by JWB-funded Strengthening Community programs will benefit from collective neighborhood initiatives driven by empowered community leaders. This focus area accounts for 12.6% of all children and family programs, consisting of 17 programs with a total investment of \$6.7 million.

No additional investments in this focus area were made for FY18.

Other: JWB includes in the FY18 budget an additional \$6.5 million for future programming. Following the Board's strategic direction, future programming will be used for expanding or enhancing existing programs and to provide support for existing programs that may be impacted by federal and/or state budget cuts.

Administration

The Administration budget includes 55 full-time equivalent (FTE) positions; which is an increase of one half (0.5) FTE from FY17. The additional 0.5 FTE position was added to the Community Planning department to create a part-time Community Outreach Facilitator position. The position was created as the Community Planning Unit has assumed the lead on the three collective impact initiatives; Childhood Hunger, Mentoring and Tutoring, and the Campaign for Grade Level Reading, in addition to their assigned duties. The position is designed to assist the team due to the addition of the back-bone responsibilities for the Collective Impact initiatives as well as support the growth in community implementation of the Protective Factor Training.

Salaries and benefits were increased by \$144,687 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 by \$108,221 over FY17. The largest portion of this increase, \$44,080 (40.7%), is for the generally accepted accounting principle requirement to record volunteers and interns' time that benefit the Juvenile Welfare Board.

The administrative cost rate decreased to 8.72%, compared to 9.09% in FY17.

Non-Administration

The Non-Administration budget reflects an increase of \$150,902 from FY17. Statutory fees, paid to the Tax Collector and Property Appraiser for the operational costs of their services, are projected to increase by \$33,776. Planned Information Technology (IT) initiatives that are in alignment with business goals and are projected to increase by \$120,851 include: JWB data collection system and data analytics enhancements; website enhancements; hardware and software replacements, exploration of new accounting software, and security/HIPAA assessments.

JWB BOARD MEMBERS



Dr. James Sewell •
Chair
Gubernatorial Appointee



Brian Aungst Jr. • •
Vice Chair
Gubernatorial Appointee



Susan Rolston • •
Secretary
Gubernatorial Appointee



Hon. Rick Butler
Gubernatorial Appointee



Hon. Bob Dillinger • •
Public Defender
6th Judicial Circuit



Dr. Michael A. Grego
Superintendent
Pinellas County Schools



Hon. Bernie McCabe •
State Attorney
6th Judicial Circuit



Michael Mikurak •
Gubernatorial Appointee



District Chief Jim Millican
Gubernatorial Appointee



Hon. Patrice Moore
Juvenile Judge
6th Judicial Circuit

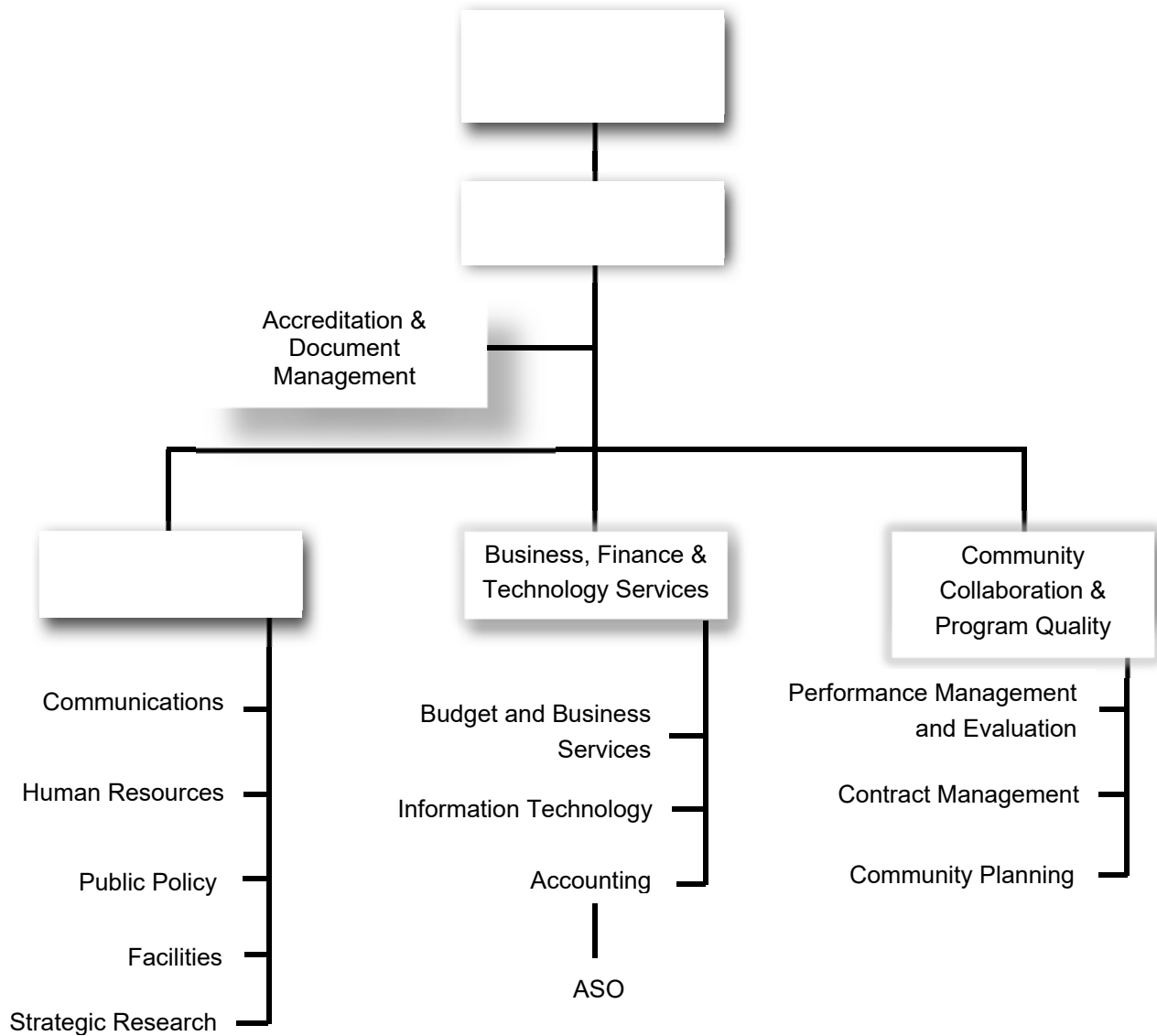


Hon. Karen Seel
Pinellas County
Commissioner

• Executive Committee Member

• Finance Committee Member

ORGANIZATIONAL CHART



REVENUES & EXPENDITURES: SUMMARY

JUVENILE WELFARE BOARD Current Budget with Prior Year Comparison

| | Amended BUDGET FY16 | Amended BUDGET FY17 | Proposed BUDGET FY18 | % from Prior Year | % of Revenue/Expense Total |
|---|---------------------------|---------------------------|----------------------------|-------------------------|----------------------------------|
| <u>REVENUES</u> | | | | | |
| Property Taxes | 57,208,632 | 61,323,488 | 66,107,870 | | |
| Budgeted at: | 97.00% | 97.00% | 97.00% | | |
| Property Taxes | 55,492,374 | 59,483,783 | 64,124,634 | 7.80% | 76.15% |
| Intergovernmental - Grants | 48,000 | - | - | 0.00% | 0.00% |
| Interest | 50,000 | 75,000 | 250,000 | 233.33% | 0.30% |
| Rent | 22,000 | 22,000 | 21,111 | -4.04% | 0.03% |
| Contributions | 402,445 | 276,000 | 320,580 | 16.15% | 0.38% |
| TOTAL REVENUES | 56,014,819 | 59,856,783 | 64,716,325 | 8.12% | 76.86% |
| Fund Balance/Reserves/Net Assets | 17,255,059 | 18,191,890 | 19,488,691 | 7.13% | 23.14% |
| TOTAL REVENUES, TRANSFERS & BALANCES | 73,269,878 | 78,048,673 | 84,205,016 | 7.89% | 100.00% |
| <u>EXPENDITURES</u> | | | | | |
| <u>Children and Family Programs</u> | | | | | |
| Other Contracts | | | | | |
| Other Contracts | 124,725 | - | - | 0.00% | 0.00% |
| Children and Family Services | | | | | |
| School Readiness | 8,985,084 | 9,095,114 | 9,292,676 | 2.17% | 11.04% |
| School Success | 13,850,161 | 15,455,604 | 15,906,448 | 2.92% | 18.89% |
| Prevention of Child Abuse & Neglect | 19,387,722 | 20,410,965 | 21,003,899 | 2.90% | 24.94% |
| Strengthening Community | 6,481,505 | 7,570,758 | 6,695,197 | -11.57% | 7.95% |
| Future Programming | - | - | 6,500,000 | 100.00% | 7.72% |
| Contingency | 500,000 | 500,000 | 500,000 | 0.00% | 0.59% |
| <u>General Government</u> | | | | | |
| Administration | 6,904,639 | 7,091,348 | 7,344,256 | 3.57% | 8.72% |
| ASO | 287,360 | 315,686 | 340,062 | 7.72% | 0.40% |
| Non-Administration | 2,438,580 | 2,183,036 | 2,333,938 | 6.91% | 2.77% |
| TOTAL EXPENDITURES | 58,959,776 | 62,622,511 | 69,916,476 | 11.65% | 83.03% |
| <u>Fund Balance/Reserves/Net Assets</u> | | | | | |
| Restricted - Emergency Reserve (2 months) | 9,556,383 | 10,182,350 | 11,652,746 | 14.44% | 13.84% |
| Assigned - Note Receivable and Spence Award | 501,569 | 179,371 | 183,736 | 2.43% | 0.22% |
| Unassigned | 4,252,150 | 5,064,441 | 2,452,058 | -51.58% | 2.91% |
| Total Estimated Fund Balance | 14,310,102 | 15,426,162 | 14,288,540 | -7.37% | 16.97% |
| TOTAL EXPENDITURES, TRANSFERS & BALANCES | 73,269,878 | 78,048,673 | 84,205,016 | 7.89% | 100.00% |

REVENUES: BY CATEGORY & FUNDING SOURCE

JUVENILE WELFARE BOARD Current Budget with Prior Year Comparison

| | Amended BUDGET FY16 | Amended BUDGET FY17 | Proposed BUDGET FY18 | % of Prior Year |
|---|---------------------------|---------------------------|----------------------------|--------------------|
| MILLAGE RATE: | 0.8981 | 0.8981 | 0.8981 | |
| Property Taxes | 57,208,632 | 61,323,488 | 66,107,870 | 7.80% |
| <i>Budgeted at:</i> | 97.00% | 97.00% | 97.00% | |
| PROPERTY TAXES | 55,492,374 | 59,483,783 | 64,124,634 | 7.80% |
| INTERGOVERNMENTAL GRANTS | | | | |
| Federal Grant - IRS VITA | 48,000 | - | - | |
| INTEREST | | | | |
| Interest Earnings | 50,000 | 75,000 | 250,000 | 233.33% |
| RENT | | | | |
| Rental Income - 211 | 22,000 | 22,000 | 21,111 | -4.04% |
| CONTRIBUTIONS AND DONATIONS | | | | |
| 21st Century Evaluation Services | 76,725 | - | - | |
| Family Service Initiative contributions | 62,720 | - | - | |
| In-kind Interns and Volunteers | - | - | 44,080 | 100.00% |
| Cooperman Bogue Awards and In-kind Advertising | 263,000 | 276,000 | 276,500 | 0.18% |
| Total Contributions | 402,445 | 276,000 | 320,580 | 16.15% |
| TOTAL SOURCES | 56,014,819 | 59,856,783 | 64,716,325 | 8.12% |
| Fund Balance/Reserves/Net Assets | 17,255,059 | 18,191,890 | 19,488,691 | 7.13% |
| TOTAL REVENUES, TRANSFERS & BALANCES | 73,269,878 | 78,048,673 | 84,205,016 | 7.89% |

EXPENDITURES: CHILDREN & FAMILY PROGRAMS

JUVENILE WELFARE BOARD Current Budget with Prior Year Comparison

| | Amended BUDGET FY16 | Amended BUDGET FY17 | Proposed BUDGET FY18 | |
|--|---------------------------|---------------------------|----------------------------|--------------------------|
| <u>OTHER CONTRACTS</u> | | | | |
| 21st Century Evaluation Services | 76,725 | - | - | |
| VITA | 48,000 | - | - | |
| <i>Total Other Contracts</i> | 124,725 | | | |
| | Amended BUDGET FY16 | Amended BUDGET FY17 | Proposed BUDGET FY18 | Percent of Focus Area |
| <u>CHILDREN AND FAMILY SERVICES</u> | | | | |
| <u>School Readiness</u> | | | | |
| CASA | | | | |
| Peacemakers | 200,000 | 210,246 | 215,874 | 2.32% |
| EARLY LEARNING COALITION OF PINELLAS COUNTY | | | | |
| Child Care Executive Partnership | 1,040,000 | 1,040,000 | 1,040,000 | 11.19% |
| Subsidized Child Care Match | 720,000 | 720,000 | 720,000 | 7.75% |
| FLORIDA DEPARTMENT OF HEALTH | | | | |
| Pinellas County Licensing Board | 564,643 | 595,286 | 613,145 | 6.60% |
| PARC, INC | | | | |
| Discovery Learning Center | 639,817 | 666,851 | 686,857 | 7.39% |
| Family Focus | 121,870 | 130,184 | 134,397 | 1.45% |
| QUALITY EARLY LEARNING INITIATIVE | | | | |
| R'CLUB CHILD CARE | | | | |
| Home Instruction for Parents of Preschool Youngsters (HIPPY) | 683,335 | 926,708 | 952,926 | 10.25% |
| Lew Williams Center for Early Learning | 600,000 | 622,179 | 644,683 | 6.94% |
| R'Community Pride Homeless Early Learning Program (HELP) | 298,000 | 330,023 | 339,924 | 3.66% |
| Special Services | 890,669 | 908,202 | 924,405 | 9.95% |
| ST. PETERSBURG COLLEGE | | | | |
| Preschool Certificate Programs | 54,000 | 54,000 | 54,000 | 0.58% |
| UNITED METHODIST COOPERATIVE MINISTRIES | | | | |
| Children of the World | 294,491 | 306,579 | 315,776 | 3.40% |
| Quality Early Learning Initiative | 2,353,409 | 2,584,856 | 2,650,689 | 28.52% |
| <i>Total School Readiness</i> | 8,985,084 | 9,095,114 | 9,292,676 | 17.57% |
| <u>School Success</u> | | | | |
| ARTS 4 LIFE ACADEMY | | | | |
| Artz 4 Life (COST) | 280,000 | 287,708 | 294,121 | 1.85% |
| BIG BROTHERS BIG SISTERS OF TAMPA BAY | | | | |
| Comprehensive Mentoring | 571,962 | 628,013 | 646,853 | 4.07% |
| BOLEY CENTER | | | | |
| Youth Employment Program | 378,450 | 908,280 | 908,280 | 5.71% |
| BOYS AND GIRLS CLUB OF THE SUNCOAST | | | | |
| Community Out of School Time (COST) | 1,120,468 | 850,597 | 878,343 | 5.52% |
| CHILDREN'S HOME NETWORK | | | | |
| Pinellas Support Team | 330,000 | 458,296 | 472,045 | 2.97% |
| CITY OF CLEARWATER | | | | |
| City of Clearwater (COST) | 345,924 | 361,791 | 372,645 | 2.34% |
| CITY OF DUNEDIN | | | | |
| Promise Time | 22,920 | 46,310 | 59,009 | 0.37% |
| CITY OF LARGO | | | | |
| Promise Time | 121,040 | 137,082 | 141,194 | 0.89% |
| CITY OF ST. PETERSBURG | | | | |
| TASCO Center Based Teen Programs - OST | 1,786,039 | 1,897,014 | 1,953,924 | 12.28% |
| COLLECTIVE INITIATIVES | | | | |
| Grade Level Reading | 100,000 | 100,000 | 100,000 | 0.63% |
| Mentoring and Tutoring | - | 25,000 | 25,000 | 0.16% |

| | Amended BUDGET FY16 | Amended BUDGET FY17 | Proposed BUDGET FY18 | Percent of Focus Area |
|---|---------------------------|---------------------------|----------------------------|--------------------------|
| <u>CHILDREN AND FAMILY SERVICES</u> | | | | |
| <u>School Success cont.</u> | | | | |
| FAMILY RESOURCES | | | | |
| YAC Skyview (COST) | 219,905 | 451,487 | 460,899 | 2.90% |
| FLORIDA AFTERSCHOOL NETWORK | 10,000 | 10,000 | 10,000 | 0.06% |
| FLORIDA DEPARTMENT OF HEALTH | | | | |
| Pinellas School Based Dental Sealant | 150,000 | 150,000 | 154,500 | 0.97% |
| School Based Health Services | 864,890 | 928,458 | 956,312 | 6.01% |
| GIRL SCOUTS OF WEST CENTRAL FLORIDA | | | | |
| Girl Scouts of West Central Florida | - | 210,000 | 213,101 | 1.34% |
| GULF COAST JEWISH FAMILY AND COMMUNITY SERVICES | | | | |
| Violence Prevention | 628,234 | 650,563 | 667,138 | 4.19% |
| JAMES B. SANDERLIN FAMILY SERVICE CENTER | | | | |
| Literacy for Faith Based Organizations | 587,968 | 604,516 | 619,272 | 3.89% |
| YDF - AKA AKAdemy | 115,561 | 109,861 | 109,861 | 0.69% |
| LOCAL COMMUNITY HOUSING CORP | | | | |
| Cops n Kids (COST) | 280,000 | 287,582 | 296,209 | 1.86% |
| MyOn, LLC | | | | |
| MyOn | - | 28,500 | 28,500 | 0.18% |
| OST & PROMISE TIME CURRICULUM LICENSES (CURRICULUM ASSOCIATES) | 321,000 | 264,000 | 264,000 | 1.66% |
| PACE CENTER FOR GIRLS | | | | |
| PACE Center for Girls | 90,000 | 90,000 | 92,700 | 0.58% |
| PINELLAS COUNTY SHERIFF'S OFFICE POLICE ATHLETIC LEAGUE | | | | |
| Lealman Sports Complex (COST) | 163,792 | 206,817 | 214,254 | 1.35% |
| PRESERVE VISION FLORIDA | | | | |
| Seeing our Bright Future | 75,000 | 150,000 | 150,000 | 0.94% |
| R'CLUB CHILD CARE | | | | |
| 21st Century Community Learning Centers | 822,387 | 454,795 | 475,511 | 2.99% |
| Fairmount Park | 200,000 | 98,801 | 49,629 | 0.31% |
| Promise Time | 545,740 | 531,534 | 556,401 | 3.50% |
| Seminole Middle R'Club | - | 55,955 | 222,307 | 1.40% |
| SENIORS IN SERVICE TAMPA BAY | | | | |
| Foster Grandparent Program | 126,720 | 273,386 | 273,386 | 1.72% |
| SIXTH JUDICIAL CIRCUIT OF FLORIDA | | | | |
| Behavioral Evaluation | 405,597 | 420,711 | 433,992 | 2.73% |
| SUMMER BRIDGE WRAP POOL | 2,187,434 | 2,187,434 | 2,187,434 | 13.75% |
| THE BETHEL COMMUNITY FOUNDATION | | | | |
| Truancy Intervention Program Services | 138,310 | 148,076 | 157,343 | 0.99% |
| THE YOUNG MEN'S CHRISTIAN ASSOCIATION OF GREATER ST. PETERSBURG | | | | |
| 21st Century | - | 223,204 | 233,237 | 1.47% |
| Promise Time | 110,001 | 211,078 | 215,794 | 1.36% |
| Yreads! | 45,585 | 170,245 | 170,245 | 1.07% |
| UNIVERSITY OF SOUTH FLORIDA | | | | |
| Prep for Mid School Success | 111,513 | 235,464 | 235,464 | 1.48% |
| WORKNET PINELLAS | | | | |
| Youth Innovators of Pinellas | 43,275 | 40,808 | 40,808 | 0.26% |
| YMCA OF THE SUNCOAST | | | | |
| Promise Time | 383,169 | 390,218 | 390,639 | 2.46% |
| YOUTH DEVELOPMENT INITIATIVES | | | | |
| Precious Pearls/Alpha Institute | 167,277 | 172,020 | 176,098 | 1.11% |
| Total School Success | 13,850,161 | 15,455,604 | 15,906,448 | 30.07% |
| <u>Prevention of Child Abuse and Neglect</u> | | | | |
| 2-1-1 TAMPA BAY CARES | | | | |
| Family Services Initiative | 1,026,768 | 961,808 | 982,807 | 4.68% |
| BE WATER SMART FROM THE START | 25,000 | 25,000 | 25,000 | 0.12% |
| CASA | | | | |
| Domestic Violence/Substance Abuse | 266,189 | 304,487 | 313,622 | 1.49% |
| CENTRAL FLORIDA BEHAVIORAL HEALTH NETWORK | | | | |
| FSI Utilization Management | 198,695 | 203,194 | 208,511 | 0.99% |
| CHILDREN'S HOME NETWORK | | | | |
| Kinship | 901,103 | 901,103 | 920,418 | 4.38% |
| COLLECTIVE INITIATIVE | | | | |
| Pinellas Preventable Child Deaths | 50,000 | 100,000 | 100,000 | 0.48% |

| | Amended BUDGET FY16 | Amended BUDGET FY17 | Proposed BUDGET FY18 | Percent of Focus Area |
|--|---------------------------|---------------------------|----------------------------|--------------------------|
| <u>CHILDREN AND FAMILY SERVICES</u> | | | | |
| <u>Prevention of Child Abuse and Neglect cont.</u> | | | | |
| DIRECTIONS FOR MENTAL HEALTH | | | | |
| Children's Outpatient | 567,630 | 613,519 | 658,693 | 3.14% |
| Early Childhood Consultation Services | 219,597 | 230,402 | 236,631 | 1.13% |
| FAMILY RESOURCES | | | | |
| SafePlace2B | 259,057 | 300,612 | 309,630 | 1.47% |
| FAMILY SERVICES INITIATIVE | | | | |
| Children and Family Services Pool | 1,949,210 | 1,817,018 | 1,802,018 | 8.58% |
| FLORIDA DEPARTMENT OF CHILDREN AND FAMILIES | | | | |
| Community Provider position | 25,000 | 28,035 | 28,035 | 0.13% |
| FLORIDA DEPARTMENT OF HEALTH | | | | |
| Healthy Families Pinellas | 5,337,824 | 5,459,001 | 5,588,310 | 26.61% |
| Nurse Family Partnership | 750,089 | 709,661 | 729,043 | 3.47% |
| GULF COAST LEGAL SERVICES | | | | |
| Family Legal Support Services | 22,534 | 38,794 | 38,794 | 0.18% |
| OPERATION PAR | | | | |
| COSA at the Child Development and Family Guidance Center | 584,283 | 616,650 | 642,717 | 3.06% |
| Motivating New Moms (MnM) | 158,642 | 169,481 | 173,071 | 0.82% |
| PARC, INC | | | | |
| Respite | 360,000 | 374,342 | 385,572 | 1.84% |
| PERSONAL ENRICHMENT THROUGH MENTAL HEALTH SERVICES | | | | |
| FSI System Navigators | 1,203,714 | 1,522,305 | 1,532,314 | 7.30% |
| HOME Navigation | - | - | 111,975 | 0.53% |
| R'CLUB CHILD CARE | | | | |
| Exceptional Services | 187,131 | 201,762 | 214,814 | 1.02% |
| RELIGIOUS COMMUNITY SERVICES | | | | |
| RCS Grace House | 220,147 | 350,143 | 361,704 | 1.72% |
| The Haven of RCS | 104,382 | 131,093 | 135,026 | 0.64% |
| SUNCOAST CENTER | | | | |
| Family Services | 4,839,648 | 5,087,955 | 5,240,594 | 24.95% |
| UNIVERSITY OF SOUTH FLORIDA | | | | |
| Infant Family Mental Health Program | 131,079 | 264,600 | 264,600 | 1.26% |
| <i>Total Prevention of Child Abuse and Neglect</i> | 19,387,722 | 20,410,965 | 21,003,899 | 39.71% |
| <u>Strengthening Community</u> | | | | |
| CITIZEN'S ALLIANCE FOR PROGRESS | | | | |
| CAP - NFC | 514,446 | 514,590 | 527,874 | 7.88% |
| CLEARWATER NEIGHBORHOOD FAMILY CENTER | | | | |
| Clearwater - NFC | 439,580 | 437,805 | 448,003 | 6.69% |
| COLLECTIVE INITIATIVE | | | | |
| Childhood Hunger | 50,000 | 50,000 | 50,000 | 0.75% |
| COOPERMAN BOGUE | | | | |
| | 250,000 | 281,000 | 281,000 | 4.20% |
| FAMILY CENTER ON DEAFNESS | | | | |
| Family Center on Deafness | 382,657 | 396,664 | 410,831 | 6.14% |
| GA FOODS - NUTRITIONAL SUPPLEMENT | | | | |
| Food Services for Chronically Hungry | 350,000 | 350,000 | 350,000 | 5.23% |
| Summer Food Program | 173,411 | 173,411 | 173,411 | 2.59% |
| GREATER RIDGECREST AREA YOUTH DEVELOPMENT INITIATIVE, INC | | | | |
| GRAYDI - NFC | 391,948 | 385,462 | 398,112 | 5.95% |
| HIGH POINT COMMUNITY PRIDE NEIGHBORHOOD FAMILY CENTER | | | | |
| High Point - NFC | 403,058 | 396,087 | 409,431 | 6.12% |
| INTERCULTURAL ADVOCACY INSTITUTE | | | | |
| Hispanic Outreach Center - NFC | 529,947 | 547,211 | 558,018 | 8.33% |
| JAMES B. SANDERLIN FAMILY SERVICE CENTER | | | | |
| Sanderlin - NFC | 861,004 | 880,095 | 902,061 | 13.47% |
| LEALMAN AND ASIAN NEIGHBORHOOD FAMILY CENTER | | | | |
| Lealman/Asian - NFC | 604,209 | 567,772 | 582,488 | 8.70% |
| MINI-GRANTS | | | | |
| | 20,000 | 40,000 | 40,000 | 0.60% |

| | Amended BUDGET FY16 | Amended BUDGET FY17 | Proposed BUDGET FY18 | Percent of Focus Area |
|--|---------------------------|---------------------------|----------------------------|--------------------------|
| <u>CHILDREN AND FAMILY SERVICES</u> | | | | |
| <u>Strengthening Community cont.</u> | | | | |
| PINELLAS COUNTY HOMELESS LEADERSHIP BOARD | | | | |
| Homeless Leadership Board | 45,000 | 45,000 | 45,000 | 0.67% |
| PROGRAM EDUCATION OUTREACH | 135,000 | 176,000 | 178,500 | 2.67% |
| RFA FOR CAPITAL AND TECHNOLOGY | 1,000,005 | 2,000,000 | 1,000,000 | 14.94% |
| SAFETY HARBOR NEIGHBORHOOD FAMILY CENTER | | | | |
| Mattie Williams - NFC | 331,240 | 329,661 | 340,468 | 5.09% |
| <i>Total Strengthening Community</i> | 6,481,505 | 7,570,758 | 6,695,197 | 12.66% |
| <i>TOTAL CHILDREN AND FAMILY SERVICES</i> | 48,704,472 | 52,532,441 | 52,898,220 | 100.00% |
| <u>Other</u> | | | | |
| Future Programming | - | - | 6,500,000 | |
| Contingency | 500,000 | 500,000 | 500,000 | |
| <i>Total Other</i> | 500,000 | 500,000 | 7,000,000 | |
| <i>TOTAL Children and Family Programs</i> | 49,329,197 | 53,032,441 | 59,898,220 | |

EXPENDITURES: GENERAL GOVERNMENT - ADMINISTRATION

JUVENILE WELFARE BOARD Current Budget with Prior Year Comparison

| <u>Administration</u> | <u>Amended BUDGET FY16</u> | <u>Amended BUDGET FY17</u> | <u>Proposed BUDGET FY18</u> | <u>% of Prior Year</u> |
|--------------------------------|------------------------------------|------------------------------------|-------------------------------------|----------------------------|
| Salaries & Benefits | 5,329,825 | 5,483,915 | 5,628,602 | 2.64% |
| Operating | | | | |
| Contractual Services | 739,100 | 685,544 | 772,199 | 12.64% |
| Building Services | 515,025 | 531,735 | 535,090 | 0.63% |
| Training & Supplies | 271,379 | 322,501 | 344,313 | 6.76% |
| Other Operating | 49,310 | 67,653 | 64,052 | -5.32% |
| Operating Totals | <u>1,574,814</u> | <u>1,607,433</u> | <u>1,715,654</u> | <u>6.73%</u> |
| Capital | - | - | - | - |
| Total Budget | <u><u>6,904,639</u></u> | <u><u>7,091,348</u></u> | <u><u>7,344,256</u></u> | <u><u>3.57%</u></u> |

EXPENDITURES: GENERAL GOVERNMENT - ASO

JUVENILE WELFARE BOARD Current Budget with Prior Year Comparison

| <u>ASO</u> | <u>Amended BUDGET FY16</u> | <u>Amended BUDGET FY17</u> | <u>Proposed BUDGET FY18</u> | <u>% of Prior Year</u> |
|--------------------------------|------------------------------------|------------------------------------|-------------------------------------|----------------------------|
| Salaries & Benefits | 278,015 | 305,791 | 329,092 | 7.62% |
| Operating | | | | |
| Contractual Services | - | - | - | 0.00% |
| Building Services | 4,800 | 4,800 | 4,800 | 0.00% |
| Training & Supplies | 4,225 | 4,775 | 5,850 | 22.51% |
| Other Operating | 320 | 320 | 320 | 0.00% |
| Operating Totals | <u>9,345</u> | <u>9,895</u> | <u>10,970</u> | <u>10.86%</u> |
| Capital | - | - | - | - |
| Total Budget | <u>287,360</u> | <u>315,686</u> | <u>340,062</u> | <u>7.72%</u> |

EXPENDITURES: GENERAL GOVERNMENT – NON-ADMINISTRATION

JUVENILE WELFARE BOARD Current Budget with Prior Year Comparison

| <u>Non-Administration</u> | <u>Amended BUDGET FY16</u> | <u>Amended BUDGET FY17</u> | <u>Proposed BUDGET FY18</u> | <u>% of Prior Year</u> |
|---------------------------------------|------------------------------------|------------------------------------|-------------------------------------|----------------------------|
| Statutory Fees | 1,285,440 | 1,315,212 | 1,348,988 | 2.57% |
| Internal Technology Implementation | 1,077,490 | 792,099 | 912,950 | 15.26% |
| Other Non-Administration | | | | |
| Performance Measurement | 75,650 | 75,725 | 72,000 | -4.92% |
| Other Non-Administration Total | <u>75,650</u> | <u>75,725</u> | <u>72,000</u> | <u>-4.92%</u> |
| Total Budget | <u>2,438,580</u> | <u>2,183,036</u> | <u>2,333,938</u> | <u>6.91%</u> |

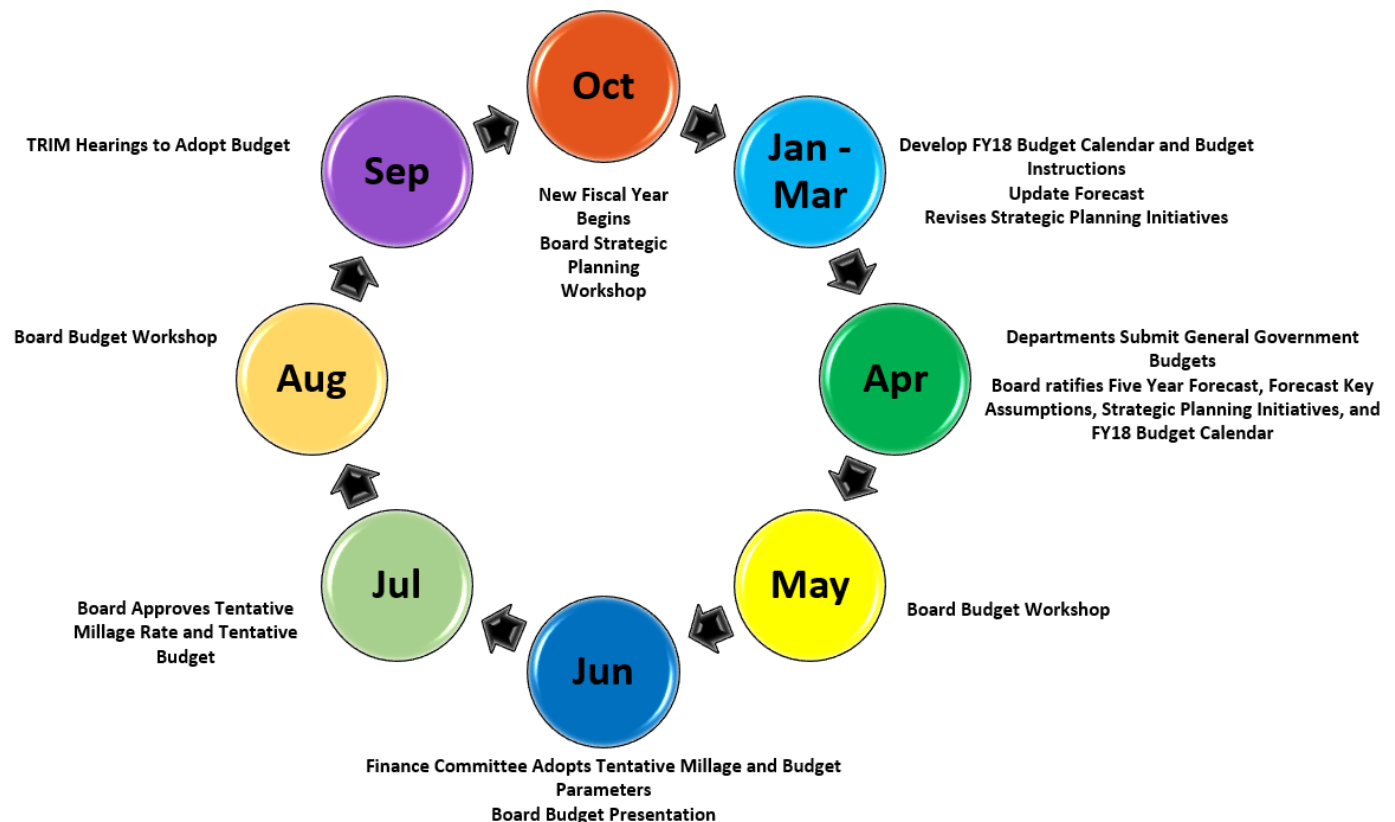
FY18 BUDGET PROCESS

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:

JWB FY18 Budget Cycle



FY18 BUDGET CALENDAR

| Date* | Activity* | Participants |
|---|--|------------------------|
| <i>Note: Highlighted sections are required by Florida Statutes or JWBs Act.</i> | | |
| OCTOBER 2016 | | |
| October 31 | Board Strategic Planning Workshop | Board Workshop |
| JANUARY 2017 | | |
| January 5 | Five-Year Forecast and Forecast Key Assumptions | JWB Staff |
| MARCH | | |
| March 6 | Strategic Planning Discuss Cost Estimates for Top Recommended Funding Opportunities from Board Workshop | JWB Planning Committee |
| March 29 | Discussion: Five-Year Forecast and Forecast Key Assumptions Strategic Planning Initiatives FY18 Budget Calendar | Finance Committee |
| APRIL | | |
| April 6 | FY18 Budget Kickoff | JWB Staff |
| April 13 | Ratification: Five-Year Forecast and Forecast Key Assumptions Strategic Planning Initiatives FY18 Budget Calendar | Board Meeting |
| April 20 | FY18 General Government Budget Submissions Due to Budget Staff | JWB Staff |
| MAY | | |
| May 1 | Input preliminary Children and Family Programs Allocations into GEMS | JWB Staff |
| May 3 | Finalize FY18 General Government Budget Requests Lapse Projection | JWB Staff |
| May 11 | Board Selects TRIM Hearing Dates | Board Meeting |
| May 25 | Board input on strategic plans and goals for the 4 focus areas and future investments | Board Budget Workshop |
| JUNE | | |
| June 1 | Property Appraiser Delivers Preliminary Estimates of Taxable Values F.S. 200.065(7) | Budget Staff |
| June 8 | Discussion of FY18 Proposed Budget & Revised Five-Year Forecast JWB Act Ch. 2003-320 | Board Meeting |
| June 13 | Review of Updated FY18 Proposed Budget with Board feedback | Executive Team Meeting |
| June 16 | Budgets for Children and Family Program Allocations in GEMS due to JWB | Providers |
| June 21 | Adopt Tentative Millage and Budget Parameters | Finance Committee |

| | | |
|---|---|-----------------------|
| JULY | | |
| July 1 | Property Appraiser Certifies Taxable Values F.S. 200.065(1) | Budget Staff |
| July 13 | Discussion of Updated FY18 Proposed Budget & Five-Year Forecast Finalize Proposed Millage Rate for Inclusion in the TRIM Notice | Board Meeting |
| August | | |
| August 4 | Property Appraiser is Notified of Proposed Millage Rate and Date/Time/Place of 1 st Public Budget Hearing F.S. 200.065(2)(b) | CEO and Budget Staff |
| August 21 | Property Appraiser mails TRIM Notices F.S. 200.065(2)(b) | Property Appraiser |
| August 22 | Discuss Portfolio Review Results and any Changes to the FY18 Proposed Budget | Board Budget Workshop |
| SEPTEMBER | | |
| September 5 | First Public Hearing to Adopt FY18 Tentative Millage Rate and Budget F.S. 200.065(2)(c) | Public Hearing |
| September 14 | Advertisement of Intent to Adopt Final Millage Rates and Budget at Second Public Hearing F.S. 200.065(2)(d) and 200.065(3) | Budget Staff |
| September 19 | Final Public Hearing to Adopt Final FY18 Budget and Millage Rate F.S. 200.065(2)(d) | Public Hearing |
| September 22 | JWB Distributes Adopted Resolutions to the Property Appraiser, Tax Collector and State Department of Revenue F.S. 200.065(4) | Budget Staff |
| OCTOBER | | |
| October 5 | Certification of Final Taxable Values F.S. 200.065(6) | Board, JWB Staff |
| 30 days after Resolution is approved by Board | 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.

Administration Budget

The Administration 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).

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 Chief Executive Officer (CEO).

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

Funding available outside JWB's annual competitive funding cycle for Emergency/Time Sensitive Requests.

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.

Emergency / Time Sensitive Requests

Funding requests based upon unforeseen and exigent needs.

Expenditure

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

Fiscal Year

The 12-month financial period that begins October 1 and ends September 30 of the following calendar year.

Fund

An accounting entity with a complete set of self-balancing accounts established to account for finances of a specific function or activity.

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.

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.

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.