

Board of Directors Meeting

September 8, 2021

Program and Financial Monitoring Information

Item VIII.D.

Recommended Action: Information Only

Strategic Plan Alignment: Administration

STATUS OF FUNDED AGENCY WRITTEN PLANS

Agency	Type of Plan	Subject of Plan	Beginning Date	Estimated Completion Date	Status
211 Tampa Bay Cares	Corrective Action Plan	Programmatic and Administrative Areas	November 6, 2020	May 6, 2021 Extended to September 3, 2021 Extended to February 28, 2022	CAP extended for 211 to demonstrate compliance with performance measures and monitor turnover.

Agency	Type of Plan	Subject of Plan	Beginning Date	Estimated Completion Date	Status
YMCA of Greater St. Petersburg-Lealman YMCA Preschool Academy	Corrective Action Plan	Programmatic, Administrative, and Financial Areas	May 18, 2020	December 31, 2020 Extended March 31, 2021 Extended to June 30, 2021 Extended to September 30, 2021	Currently recruiting for 10 positions. Two classrooms remain closed as a result of openings. JWB quality ratios have been achieved in every open classroom. PCLB and ELC Corrective Action plan in place and program on probation with ELC through January 1, 2022.

PROGRAM MONITORING REPORTS

Program monitoring is a means to evaluate performance, monitor program delivery, and recommend improvements, as necessary. Program monitoring activities are progressive, uniquely-tailored, and responsive to the program's service challenges, strengths, and opportunities. These activities are conducted on an ongoing basis. Technical assistance is provided as a normal course of business to all JWB funded programs. When technical assistance is not having the desired outcome, a Performance Improvement Plan (PIP) may be developed in consultation with the provider and should not last longer than six months. When a PIP has not resulted in a desired outcome, a Corrective Action Plan (CAP) will be developed in consultation with the provider. The above approaches are intended to give the provider every opportunity to improve and ensure quality programming.

AGENCY	PROGRAM
Family Resources	Intensive Care Management: Elementary Truancy Specialist
Operation PAR	Child Development Center
PARC	Discovery Learning Center
Sixth Judicial Circuit Court	Behavioral Evaluation
Sixth Judicial Circuit Court	Early Childhood Court

FY21 Program Monitoring Report Schedule

February		
	R'Club Child Care	21 Century
	R'Club Child Care	Exceptional
	Hope Villages of America (formerly RCS)	The Haven
	Florida Department of Health	Pinellas County Licensing Board
	The Local Community Housing Corporation- <i>revised to March packet</i>	Cops 'n Kids
	Mattie Williams NFC- <i>revised to March packet</i>	Neighborhood Family Center
	PARC- <i>revised to May packet</i>	Respite
	GRAYDI NFC- <i>revised to March packet</i>	Neighborhood Family Center
March		
	Children's Home Network	Pinellas Support Team
	Children's Home Network	Kinship
	The Shirley Proctor Puller Foundation	SPPF M.A.S.T.R. Kids
	R'Club Child Care	Read Strong
	YMCA of Greater St. Petersburg	YReads!
	Boys & Girls Club of America	COST (includes Literacy)
	Citizens Alliance for Progress NFC	Neighborhood Family Center
	Preserve Vision	Seeing Our Bright Future
	Boley	Youth Employment Program
	Florida Department of Health	Nurse Family Partnership
	Family Services Initiative	FSI End of Year Report

	PEMHS	System Navigation, Family Connection Navigation and HOME program
	Gulf Coast Jewish Family and Community Services	Gulf Coast FSI Navigation
	Tampa Bay Cares 211	FSI
April		
	City of St. Petersburg	TASCO
	City of Clearwater	COST
	Gulf Coast Jewish Family and Community Services	Violence Prevention
	Early Learning Coalition	School Readiness Match
	Early Learning Coalition	PreK All Day
	Big Brothers Big Sisters	Comprehensive Mentoring
	Youth Development Initiative	Precious Pearls and Alpha Institute
	Youth Development Foundation of Pinellas County	YDF-AKA AKAdemy
	Pace Center for Girls	Pace Center for Girls
	YMCA of Greater St. Petersburg- <i>revised to May packet</i>	Lealman Preschool
	High Point NFC	Neighborhood Family Center
	CASA	Domestic Violence
	Gulf Coast Legal	Family Legal Support Services
May		
	Family Resources	Youth Enrichment Program
	Family Resources	SafePlace2Be
	Learning Empowered	Quality Early Learning Initiative
	Learning Empowered	Children of the World
	Artz 4 Life	COST
	Directions for Living	Children's Outpatient
	Directions for Living	Early Childhood Consultation
	Florida Department of Health	Healthy Families Pinellas
	InterCultural Advocacy Institute	Hispanic Outreach Center-NFC
June		
	Suncoast Center	Family Services
	Suncoast Center	Early Childhood Services
	PARC	Family Focus
	Police Athletic League	COST
	University of South Florida	Infant Family Center
	R'Club Child Care	Lew Williams
	R'Club Child Care	HELP

	R'Club Child Care	Special Services
	Lealman and Asian NFC	Neighborhood Family Center
	Florida Department of Health	Dental Sealant
	The Bethel Community Foundation	Truancy Intervention Program
July		
	YMCA of Greater St. Petersburg- <i>revised to October</i>	The Middle School Academy
	R'Club Child Care- <i>revised to October</i>	Middle School Academy
	Family Center on Deafness	Family Center on Deafness
	Clearwater NFC	Neighborhood Family Center
	James B. Sanderlin NFC	Neighborhood Family Center
	Florida Department of Health	School-Based Health Clinics
	Operation PAR	COSA
	Operation PAR	Motivating New Parents
	Seniors in Service	Foster Grandparent Program
	R'Club Child Care	HIPPY
September		
	Family Resources	Intensive Care Management: Elementary Truancy Specialist
	Operation PAR	Child Development Center
	PARC	Discovery Learning Center
	Sixth Judicial Circuit Court	Behavioral Evaluation
	Sixth Judicial Circuit Court	Early Childhood Court
	R'Club Child Care- <i>revised to October packet</i>	Promise Time
	YMCA of the Suncoast- <i>revised to October packet</i>	Promise Time
	YMCA of Greater St. Petersburg- <i>revised to October packet</i>	Promise Time
	City of Dunedin- <i>revised to October packet</i>	Promise Time

Board members are invited to participate in program monitoring. For information, please contact Karen Woods at 727-453-5682 or kwoods@jwbpinellas.org.

FINANCIAL MONITORING REPORTS

211 Tampa Bay Cares, Inc.
Boys & Girls Club of the Suncoast, Inc.
Preserve Vision Florida, Inc.
City of Clearwater
The Children's Home Society of Florida
Pace Center for Girls, Inc.

Board members are invited to participate in financial monitoring. For information, please contact Lori Lewis at 727-453-5609 or llewis@jwbpinellas.org.

Staff Resources: Karen Woods
Laura Krueger Brock



PROGRAM MONITORING REPORT

Agency: Family Resources, Inc.

Program: Intensive Care Management: Elementary Truancy Specialist

Program Monitoring Reporting Period: October 1, 2019 through September 30, 2020

AGENCY OVERVIEW: Family Resources, Inc. is a well-established private, non-profit organization founded in 1970. The agency provides a constellation of services to children, youth, and families within Pinellas and Manatee counties. These services include assisting families in times of crisis through community-based programming which includes shelters for at risk children and youth, individual and family counseling services, conducting community outreach, and deploying youth development programs while also providing linkage to resources for ongoing support and services. Family Resources, Inc. also serves as the Children in Need of Services (CINS) and Family in Need of Services (FINS) provider for the Pinellas County area and is responsible for services related to addressing the challenges of families whose children are exhibiting “status offense” behaviors such as; running away, persistently disobeying the reasonable demands of parents/caregivers or who have been deemed habitually truant per Florida Statute F.S. 984.04.

PROGRAM DESCRIPTION: Family Resources, Inc. offers Intensive Care Management (ICM) services for children ages 5 to 12 years old who are currently enrolled at Fuguitt Elementary School or Ponce de Leon Elementary School. Services are geared towards children identified as holding truancy risk factors or chronic absenteeism. The program utilizes a wraparound service model that is strength based and family focused. The program strives to engage the entire family system to support improved attendance.

AGENCY/PROGRAM ACCOMPLISHMENTS: As the needs of families increased as a result of the COVID-19 pandemic, the program was able to continue to deliver services and link families with required resources. Staff would go above and beyond to assist the participants, including initial support to ensure technology needs were met for the virtual learning platform of the students.

STRATEGIC FOCUS AREA(s): School Success

FISCAL SNAPSHOT:

	FY18	FY19	FY20
Total Program Budget	\$73,029	\$71,267	\$71,315
JWB Allocation	\$71,000	\$71,000	\$71,000
Percent of Total Program Budget represented by JWB Allocation	97%	100%	100%
Lapse	\$27,191	\$7,819	\$12,407
Cost per Participant*	\$5,216 (\$73,029/14)	\$2,969 (\$71,267/24)	\$6,483 (\$71,315/11)

**Cost per participant information is calculated as follows: Total program budget/Total actual participants.*

TARGETED SERVICE LEVELS:

Targeted Service Level Type	FY18			FY19			FY20		
	Target	Actual	Percent	Target	Actual	Percent	Target	Actual	Percent
Youth	18	14	78%	32	24	75%	32	11	34%

PARTICIPANT DEMOGRAPHICS: Given the small sample precipitated by COVID-19, demographic reporting is not permitted. Please refer to the Analysis of Performance section for a detailed understanding of the population served.

PROGRAM OUTCOMES:

Performance Measure Description	FY18		FY19		FY20	
	Target	Actual	Target	Actual	Target	Actual
Percent of children admitted to services will have an intake and needs assessment completed.	100%	100%	100%	100%	100%	100%
Percent of participants will miss no more than 10% of school days during services.	80%	*	80%	77%	80%	**
Percent of participants who have successfully completed services will receive a 30 day follow-up contact.	95%	100%	95%	94%	95%	100%

* Participant sample was too small to report.

** School-based educational outcomes did not qualify for FY20 analysis due to COVID-19 related data quality irregularities.

PROGRAM MONITORING ACTIVITIES:

Program Observation Date(s): 10/28/19, 1/17/20

Interview Date(s): 8/7/20 (staff and parent)

Collaborative Meeting/Consultation Date(s): 10/28/19, 12/3/19, 1/17/20, 3/26/20, 6/3/20, 7/15/20, 7/16/20. This list does not include regularly scheduled conference calls with provider groups throughout the pandemic.

Personnel File Monitoring Date(s): A personnel file review was waived during FY20 due to the COVID-19 pandemic and strong past performance in this area.

Collaborative meetings occurred throughout this reporting period as a result of new staff and continued challenges with referrals from the school. Multiple meetings occurred with the assigned school social worker and supervisor, principal, program staff, and JWB. The program was reviewed and eligibility criteria outlined in order for all parties to understand the purpose and capacity of the program. Potential solutions to identify more referrals were reviewed, including interventions by the school social worker to obtain the necessary releases of information. Program staff also developed a brochure to be distributed to school staff and potential families. While these efforts resulted in the generation of a few more referrals, discussions continued about expanding the program to another school that had a higher need for such services. As such, in July 2020, a meeting was held with Pinellas County School (PCS) staff to discuss schools with the highest needs. An additional school was identified for extension efforts to occur in Fiscal Year 2021.

Staff interviews were conducted and indicated a strong dedication to serving children and families. The direct program staff member brings over 15 years of experience of working within Title I schools to the position. Program staff reported more than adequate supervision and that their supervisor was readily available to review cases or respond to questions as needed. Strengths of the program were noted to “being able to provide resources to family and help them navigate during difficult times in their lives” and “the flexibility of the

program to meet families where they are.” Challenges noted included the dependence upon the school social worker to generate referrals.

Interviews with the parents of program participants also occurred during this reporting period. Positive feedback about the program and staff were noted, including how helpful the program was in linking to financial assistance as a FSI partner. One parent noted that they had a great relationship with program staff and that they appreciated how “there was no judgment from staff about our situation.” Another parent shared that because of the program’s help, their child’s behavior and attendance improved. Overall, all stated they would recommend the program and rated it as “excellent.”

COVID-19 Response and Impact: As a result of the COVID-19 pandemic and PCS closures, in-person program operations ceased on March 16, 2021. Program staff continued to provide case management services in a virtual format, either telephonically or via a virtual platform. Additionally, program staff utilized community resources to link families to needed services, such as FSI or food resources. For example, for some families, program staff would pick up weekly meals from the schools and deliver to the families as they lacked transportation. While the in-person and on-site component of the program was impacted by the pandemic, program service delivery continued and was able to effectively meet the needs of the families, particularly as those needs expanded as a result of the pandemic. Looking ahead, the program is considering continuing to offer a virtual visit option should the family request it due to pressing issues, such as immediate health concerns. However, overall, no permanent changes to the program are expected.

DATA QUALITY:

Participant File Review Date(s): 2/28/20

Annual participant file reviews are completed for the purposes of ensuring data integrity, accuracy of information, qualitative standards of documentation and programmatic methodology fidelity. For FY19, a total of nine participant files were randomly selected. Overall, the program achieved outcomes of 100% in the area of Compliance, 98% related to the accurate entry of Critical Fields and a cumulative rating of 92% for Data Accuracy. These results are considered to be of a high standard as to the quality of data integrity. At a qualitative level, intake documentation was found to be detailed and progress notes were consistently entered for each encounter and matched each service entry. For FY20, achievements in Compliance (100%) were sustained, with increases in Critical Fields Accuracy (100%) and Data Accuracy (100%). These results represent seven randomly selected participant files, which account for over half of all participants served in the fiscal year, suggesting high generalizability of findings to other participant files.

Themes around service delivery approaches were uncovered which JWB staff reviewed with the Program Manager Program Supervisor following the file review. Programmatically the ICM is physically located on site which is consistent with truancy best practice models that underscore the importance of immersing truancy intervention services within the school setting in order support the early detection of students at risk for either truancy or chronic absenteeism.¹ In conjunction, such best practice models also emphasize the need to conduct regular home visits and fully engage the entire family system in order to effectively address the underlying root causes of truancy for the population served.² In FY19 a review of progress notes revealed that developed interventions appeared to be primarily directed towards the child and that there seemed to be only limited levels of direct contact with parents. FY20 activities depict far greater parent/guardian interaction, largely facilitated by remote communication necessitated by COVID-19. Program staff understand and embrace the importance of applying service delivery strategies that involve consistent outreach efforts and the scheduling of regular home visits. In addition, a review of the progress notes and intake documentation provided indications that the

¹ Thomas, J. M., Lemieux, C. M., Rhodes, J. L., & Vlosky, D. A. (2011). Early truancy intervention: Results of an evaluation using a regression discontinuity design. *Children and Youth Services Review*, 33(9), 1563-1572.

² Dembo, R., & Gullede, L. M. (2009). Truancy intervention programs: Challenges and innovations to implementation. *Criminal Justice Policy Review*, 20(4), 437-456.

children were being referred to the program for behavioral difficulties within the school setting as opposed to patterns of truancy.

As such, in summary, it was agreed that program leadership would conduct regular meetings with the school Principal and Social Worker in order to revisit the criteria for referrals to program and explore how to best partner around increasing parental involvement.

ANALYSIS OF PERFORMANCE: The program's performance is measured through three indicators: intake and needs assessment completion, follow-up contact, and school attendance. Because chronic absenteeism in elementary students can often be a result of complex and multidimensional factors related to individual student needs, family dynamics, school connectivity, and community factors, it is important that program staff complete a thorough holistic intake and assessment on every student participating in the program to ensure services are tailored to meet the specific needs of the student and their family³. The program's goal is to improve school engagement and therefore school attendance is measured during services. Limitations imposed by COVID-19 precluded any reliable analysis of school attendance, but qualitative analysis of case notes reveal children and families were in regular contact with the program specialist, which included collateral contacts that were ensuring, if not promoting, school engagement. Finally, the program is measured on successfully contacting participants that have completed the program 30 days after the services. Research demonstrates that absenteeism may waver during periods of high stress for the family systems⁴. Related follow-up contact with the student and families after services have ended can assist with identifying additional emerging needs that could impact the child attendance.

CONCLUSIONS: At the time of writing, this program is projected to meet the FY21 TSL. This is in part due to the program's expansion to Ponce de Leon Elementary School, thus expanding its reach and potential children and families served. All associated program staff have actively participated in continual quality improvement processes, including regular program monitoring and program observations. Coupled with qualitative analysis of program case notes, this program has clear indicators of implementation fidelity, which promotes programmatic success now and into the future.

³ Rhodes, J. L., Thomas, J. M., Lemieux, C. M., Cain, D. S., & Guin, C. C. (2010). Truancy Assessment and Service Centers (TASC): Engaging elementary school children and their families. *School Social Work Journal*, 35(1), 83-100.

⁴ Newsome, W. S., Anderson-Butcher, D., Fink, J., Hall, L., & Huffer, J. (2008). The Impact of School Social Work Services on Student Absenteeism and Risk Factors Related to School Truancy. *School Social Work Journal* (Follmer Group), 32(2).

Kelly Grossman

Kelly Grossman
Senior Program Consultant

Date: 8/23/2021 | 9:38 AM EDT

Patrick Pidgeon

Patrick Pidgeon
Senior Technical Program Evaluator

Date: 8/24/2021 | 7:27 AM EDT

Karen Woods

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Program Administration Manager

Date: 8/24/2021 | 8:35 AM EDT

Karen Boggess

Karen Boggess
Program Evaluation Manager

Date: 8/24/2021 | 12:48 PM EDT

Beth Houghton

Beth A. Houghton
Chief Executive Officer

Date: 8/24/2021 | 12:50 PM EDT



PROGRAM MONITORING REPORT

Agency: Operation PAR

Program: PAR Child Development Centers

Program Monitoring Reporting Period: October 1, 2019 through September 30, 2020

AGENCY OVERVIEW: Operation PAR, Inc. delivers comprehensive integrated addiction and mental health services through its various sites across Pinellas, Pasco, Hernando, Manatee, Sarasota and Lee counties. Specific to Pinellas County the organization offers treatment that is orientated around primary prevention, secondary intervention, and the long-term promotion of recovery from co-occurring mental health and substance abuse disorders. Operation PAR has programs for prevention, intervention, and the treatment of addiction and mental health services. They take a family centered approach in assisting those struggling with substance abuse and mental health disorders.

PROGRAM DESCRIPTION: Provider operates two Child Development Centers in Pinellas County for substance exposed children aged birth to five years. The Centers assure that parents and children receive stable childcare, address children's developmental delays, and offer family bonding activities. Centers use Ages & Stages Questionnaires, ACEQ, and Teaching Strategies GOLD in assessing and/or prescribing interventions for children in developmental and social emotional domains. The center uses the research-based Creative Curriculum for lesson planning.

AGENCY/PROGRAM ACCOMPLISHMENTS: Both centers remained open for in person child care services despite COVID-19. They implemented CDC guidelines for increased cleaning and decreased ratios, etc. to keep everyone safe. In addition, the south center maintained its accreditation with the National Association for the Education of Young Children and the north location maintained APPLE Accreditation. The north location opened a classroom for Pinellas County School children, PreK and Kindergarten, to attend virtual school March through June 2020. They had a teacher work with the children one on one with their academic lessons.

STRATEGIC FOCUS AREA: School Readiness

FISCAL SNAPSHOT:

	FY18	FY19	FY20
Total Program Budget	N/A	N/A	\$574,194
JWB Allocation	N/A	N/A	\$390,455
Percent of Total Program Budget represented by JWB Allocation	N/A	N/A	68%
Lapse	N/A	N/A	\$17,968
Cost per Participant*	N/A	N/A	\$8,570 (\$574,194/67)

**Cost per participant information is calculated as follows: Total program budget/Total actual participants.*

CAPITAL AWARD: Capital Awards are not included in the total program budget. The agency was awarded \$24,300 in capital funding for a technology package to create a developmentally appropriate computer lab for their preschoolers.

TARGETED SERVICE LEVELS:

Targeted Service Level Type	FY18			FY19			FY20		
	Target	Actual	Percent	Target	Actual	Percent	Target	Actual	Percent
Number of children served	75	69	92%	67	52	78%	67	67	100%

PARTICIPANT DEMOGRAPHICS:

In FY20, PAR CDC served 67 children ages two months to four years. Of the 67 children served, approximately 42% were White, 46% Black/African American and 4% Hispanic. There were slightly more males (55%) than females (45%). A majority of the children (79%) came from a single-parent household, 15% from a dual parent household, and 4% from a relative/kindship care household. Thirty-three percent (33%) of families reported an annual household income between \$1 and \$39,999. Thirty-nine percent (39%) of the parents reported zero annual household income and 27% declined to provide their household income. A large portion (87%) of the children were referred from the child welfare agency.

PROGRAM OUTCOMES*:

Performance Measure Description	FY18		FY19		FY20	
	Target	Actual	Target	Actual	Target	Actual
Percent of children ages 0 to 1 year who meet or exceed the Widely Held Expectations on the Teaching Strategies GOLD assessment by the end of the school year.	65%	52%	50%	100%	50%	Waived due to COVID
Percent of children ages 1 to 2 years who meet or exceed the Widely Held Expectations on the Teaching Strategies GOLD assessment by the end of the school year.	70%	71%	70%	100%	70%	Waived due to COVID
Percent of children ages 2 to 3 years who meet or exceed the Widely Held Expectations on the Teaching Strategies GOLD assessment by the end of the school year.	65%	37%	50%	100%	50%	Waived due to COVID
Percent of children ages 3 to 4 years who meet or exceed the Widely Held Expectations on the Teaching Strategies GOLD assessment by the end of the school year.	70%	39%	80%	87%	80%	Waived due to COVID

**Performance is typically measured on full fiscal years and on the total population served. If performance is measured for a partial year or on a sample of participants, this will be noted in the "Analysis of Performance" section of the report.)*

PROGRAM MONITORING ACTIVITIES:

Program Observation Dates: 1/17/2020, 2/7/2020

Interview Dates: 9/16/2020

Collaborative Meeting/Consultation Dates: 12/20/19, 5/1/2020, 5/22/2020, 6/18/2020, 8/6/2020

JWB determined that the child care centers should be separated from the Operation PAR COSA Family Programs contract at the end of FY19. Separating the child care centers into their own contract would allow the centers to be grouped better with other JWB funded early learning centers. It would also allow for more specific early

childhood technical assistance from JWB staff. The program has two child care locations to serve families. PAR Village Developmental Center (north site) is located at 13800 66th Street North in Largo and Child Development and Family Guidance Center (south site) is located at 1930 4th Street South in St. Petersburg. The north county location is unique due to it being located on property with the residential treatment center. Parents at PAR Village have access to on site parenting classes, counseling, and behavioral assistance as needed and as per their treatment plan.

JWB staff observed the three-year old classroom in January 2020 at the south location. The classroom was decorated fittingly and had plenty of developmentally appropriate materials for the children to choose from. There was one teacher and four children during the observation. The teacher gave children high fives and positive verbal reinforcement throughout the observation. Children squealed with joy and laughter as they practiced writing their names and building in blocks. The teacher conversed with children as they played and she made comments to narrate what they were doing to make letters. She asked open-ended questions and took the child's lead on conversations about their weekend and pets.

JWB staff observed the toddler classroom in February 2020 at the north location. There were two teachers and five children. Staff used the children's names throughout the observation and were playful with them. One staff sang and talked with children as she diapered them while the other read books to the remaining children. The classroom was organized with low open shelves for the children to have access to developmentally appropriate materials. There were minor behavior issues that were addressed in a positive manner.

The north location experienced turnover in the Center Director position in April 2020. The staffing structure is such that there is one Assistant Director shared between both centers. This staffing structure works because the north site usually has lower enrollment due to their participant pool being mostly residents of the facility. The transition in center leadership was smooth because Operation PAR promoted the Assistant Director and she already knew the parents, staff, and routines of the center. In addition, a new Assistant Director was hired from within the agency.

Center leadership staff participated in a meeting with Children's Home Society (CHS) to discuss the services provided by CHS and what their staff needed most during the COVID-19 pandemic. Center staff explained, in general, the clientele of their centers so that CHS had an idea of the trauma the children may have been experiencing. During the discussion, it was decided that only the south site would participate with the new CHS program due to PAR Village having their own specialized services in house.

JWB staff met virtually with the program in May 2020 to capture their thoughts, challenges, and successes during the pandemic. It was noted that the centers never shut down and were following CDC guidelines for decreased group size. PAR Village changed their procedure for enrollment due to the pandemic. A family had to quarantine for 14 days in one of their cottages before the child could enter the program. This did not deter from their enrollment because the substance abuse services were still being utilized. Both centers participated in the Early Learning Coalition's program to assist essential worker families by enrolling them at their sites.

Three staff interviews were completed in September 2020. Staff had a Child Development Associate, a credential that demonstrates that the student has competency in the field of early childhood education and one staff had an A.A. in business also. Staff explained that there is an open-door policy and the supervisors are very helpful. They felt that the center staff worked well together as a team. The challenges of the job were parents not following through with suggestions for their child and feeling that they are under-paid. Staff had to have a second job to supplement their income. One of the centers works with children who are born addicted to drugs which poses increased behavioral concerns for the child. Staff appreciated how the agency responded to the pandemic by

increased protocols for cleaning, wearing masks, taking temperatures, and allowing them time off for illness and personal reasons.

Four parent interviews were completed in September 2020. Children from PAR Village were participants at the center because their parent was a client in the residential treatment program. One parent kept her children in the center after she completed her own treatment because she liked the small class sizes and staff “cared so much for the children and educated them.” All parents expressed that they thought the staff was professional, thoughtful, kind, and communicated with them about their child’s day. Parents also shared that staff were respectful of their current situation while being in treatment. They appreciated that their children were able to be with them while they were “working on themselves.”

PAR Village Developmental Center and Child Development and Family Guidance Center are licensed by Pinellas County License Board (PCLB) and received inspections throughout the fiscal year. Licensing standards cover an array of items including the supervision of children, review of personnel and children’s files, safety of physical environment, safe transportation of children, and healthful food/nutrition guidelines. PCLB ensures that all providers are given technical assistance when violations (non-compliances) are cited. A program can receive varying levels of violations and/or enforcement depending upon the concern. There are three classifications of violations with Class 1 being the most egregious. Fines may be imposed when necessary. For FY20, both centers maintained a valid license with PCLB. The centers had non-compliances such as children’s immunizations not being up to date, daily attendance not accurately tracked, bottles and/or sippy cups not labeled with child’s name, staff not updating their mandated reporter acknowledgement, bottle warmer water dripped on an infant’s foot posing a threat to their well-being. A couple of the non-compliances were considered Class 2 which could potentially pose a threat to the well-being of a child. Non-compliances were fixed immediately or within the timeframe provided by the Licensing Specialist. Licensing reports are public record and may be viewed at the following website: <https://cares.myflfamilies.com/PublicSearch>.

COVID 19 Response and Impact:

Providers were requested to complete a JWB developed survey about the impacts of COVID-19 on their program during the period of 3/16/2020 to 9/30/2020. The following provides a summary and interpretation of the survey submitted by Operation PAR for PAR Child Development Centers.

As previously stated, both centers continued serving the target population with in person child care during the pandemic and did not have to furlough, lay off, or reduce hours of any staff. They also served additional children through the Early Learning Coalition’s program for essential workers. Staff communicated virtually with families who were not comfortable attending and they also made activity packets, such as STEM and reading activities, for families to pick up and complete together at home. The biggest challenges during this time period were exposure to COVID-19, acquiring personal protective equipment, and disinfecting high touch surfaces constantly. The program stated that they will continue to encourage parents to access their children’s learning activities through their virtual system and they want to continue to provide more take home activities for family involvement with their children.

DATA QUALITY:

File Review Date(s): 1/17/2020; 2/07/20

Two participant file reviews were completed on January 1, 2020 and February 7, 2020 at COSA South and PAR Village respectively. A random sample of 9 files were reviewed for data integrity, service delivery, performance measurement and overall accuracy of information entered into the JWB database. Overall, the program achieved a compliance score of 100% and a data accuracy rating score of 81%. Each participant file reviewed included the

Release of Information and Written Statement of Purpose forms. Errors were found from the updated address or income that program staff did not update in GEMS, attendance data that staff failed to enter into GEMS or entered before the child enrolled in the program, and inconsistent episode open and close dates with the attendance data.

Technical assistance was provided on-site and through follow-up emails. It was recommended that the program develop an internal process to review and monitor data collection and data entry quality; and update the intake form to ensure all required information are collected and entered into GEMS correctly.

ANALYSIS OF PERFORMANCE:

Four performance measures were developed based on the Teaching Strategies GOLD (TSG) assessment. Due to the COVID-19 pandemic, TSG assessment data was not collected on the children because of the low attendance rate. As a result, JWB waived the performance measures for FY20.

CONCLUSIONS:

Both centers showed a commitment to their families during the time of the pandemic. They did not close their in-person child care services at either center so that families could remain working and/or going to treatment. The agency was dedicated to their staff and continued to support them and their well-being during the pandemic. The south location has a goal of opening a second infant classroom. JWB is supportive of this new classroom to increase infant capacity in the county. JWB would also like to see the south location increase enrollment in all classrooms when the health and safety from COVID-19 is not a concern. In addition, JWB worked with the program to increase staff education criteria to include a graduated salary scale. This in turn will increase quality and help support staff retention goals. JWB staff will monitor progress of increased enrollment and discuss any concerns or challenges that may arise in meeting this goal.

Cheryl Miller

Cheryl Miller
Senior Program Consultant

Date: 8/25/2021 | 4:57 PM EDT

Qian Fan

Qian Fan, Ph.D.
Senior Program Evaluator

Date: 8/25/2021 | 4:58 PM EDT

Karen Woods

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Program Administration Manager

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PROGRAM MONITORING REPORT

Agency: PARC, Inc.

Program: Discovery Learning Center

Program Monitoring Reporting Period: October 1, 2019 through September 30, 2020

AGENCY OVERVIEW: PARC, Inc. is a non-profit organization whose mission is to provide opportunities for children and adults with developmental disabilities to exercise their independence and experience life to the fullest. They have various programs and services including life skills development, transportation, community employment services, autism behavior center, and residential facilities. PARC has been providing over 40 programs to adults and children since 1953.

PROGRAM DESCRIPTION: Discovery Learning Center Preschool (DLC) is an inclusive child care center serving Pinellas County children from two months old through Voluntary Prekindergarten. The program provides early intervention services to children with developmental disabilities, including those diagnosed with or "at-risk" for developmental delays, behavior concerns and autism. Therapies for children in need of services are offered on-site. DLC also offers transportation for eligible participants, Head Start, and an autism summer camp program for children up to ten years old.

AGENCY/PROGRAM ACCOMPLISHMENTS: DLC maintained services throughout COVID-19 closures (March 20- May 31, 2020) via e-learning on Zoom. During the pandemic closures, DLC became a food hub and ensured their families did not go hungry. They set up a drive through food distribution and also delivered meals to families who could not access the center. In addition, the Center Director developed grant proposals and received funding through Tampa Bay Rays and United Way to fund weekend and summer meals. The center and staff were featured on Fox 13 News for this project. DLC continued their commitment to family engagement by successfully having six events virtually and/or in person during the fiscal year and provided three holiday gifts per child enrolled at their center.

STRATEGIC FOCUS AREA: School Readiness

FISCAL SNAPSHOT:

	FY18	FY19	FY20	Comments
Total Program Budget	\$1,979,251	\$2,182,841	\$2,121,153	
JWB Allocation	\$936,857	\$957,463	\$986,187	FY18 includes an increase of \$250,000 for expanded programming.
Percent of Total Program Budget represented by JWB Allocation	47%	44%	46%	
Lapse	\$8	\$0	\$0	
Cost per Participant*	\$8,531 (\$1,979,251/232)	\$8,662 (\$2,182,841/252)	\$10,101 (\$2,121,153/210)	

*Cost per participant information is calculated as follows: Total program budget/Total actual participants.

CAPITAL AWARD: Capital awards are not included in the total program budget. In FY20, the program was awarded \$63,480 to purchase a new bus to transport participants.

TARGETED SERVICE LEVELS:

Targeted Service Level Type	FY18			FY19			FY20		
	Target	Actual	Percent	Target	Actual	Percent	Target	Actual	Percent
Number of children served	180	232	129%	180	252	140%	238	210	88%

PARTICIPANT DEMOGRAPHICS:

In FY20, DLC served 210 children ages two months to six years. There were 44 Head Start children out of the 210 children served. JWB is in the process of obtaining a data sharing agreement with Lutheran Services Florida for Head Start and Early Head Start data, therefore, the detailed demographic and performance outcome data indicated in this report is limited to 166 non-Head Start track children.

Of the 166 children served, approximately 37% were White, 43% Black/African American and 18% Hispanic. About half of the children (47%) came from a single-parent household, 47% from a dual parent household, 3% from a relative/kinship care household, and 2% from no-relative household such as group homes. Sixty-eight percent (68%) of families reported an annual income below \$39,999.

PROGRAM OUTCOMES*:

Performance Measure Description	FY18		FY19		FY20	
	Target	Actual	Target	Actual	Target	Actual
Percent of children ages 0 to 1 year who meet or exceed the Widely Held Expectations on the Teaching Strategies GOLD assessment by the end of the school year.	70%	100%	80%	100%	80%	Waived due to COVID
Percent of children ages 1 to 2 years who meet or exceed the Widely Held Expectations on the Teaching Strategies GOLD assessment by the end of the school year.	70%	100%	70%	100%	70%	Waived due to COVID
Percent of children ages 2 to 3 years who meet or exceed the Widely Held Expectations on the Teaching Strategies GOLD assessment by the end of the school year.	70%	75%	70%	52%	70%	Waived due to COVID
Percent of children ages 3 to 4 years who meet or exceed the Widely Held Expectations on the Teaching Strategies GOLD assessment by the end of the school year.	70%	92%	80%	84%	80%	Waived due to COVID
Percent of children ages 4 to 5 years who meet or exceed the Widely Held Expectations on the Teaching Strategies GOLD assessment by the end of the school year.	70%	100%	80%	83%	80%	Waived due to COVID
Percent of children who meet or exceed the expectations as indicated by their assessment scores in the third assessment period on the Florida Voluntary Prekindergarten (VPK) Assessment.	70%	93%	80%	71%	80%	Waived due to COVID

**Performance is typically measured on full fiscal years and on the total population served. If performance is measured for a partial year or on a sample of participants, this will be noted in the "Analysis of Performance" section of the report.)*

PROGRAM MONITORING ACTIVITIES:**Program Observation Date:** 2/20/2020, 4/8/2020, 5/19/2020**Interview Dates:** 5/19/2020, 9/29/2020**Collaborative Meeting/Consultation Dates:** 11/1/19, 12/2/19, 12/3/21, 12/16/19, 3/13/2020, 4/3/2020, 4/21/2020, 5/4/2020, 5/12/2020, 5/13/2020, 5/18/2020, 5/22/2020, 6/12/2020, 6/17/2020, 7/7/2020**Personnel File Monitoring Dates:** 9/29/2020

The DLC is an inclusive child care center that combines on-site therapies and preschool educational opportunities for all children enrolled. Many children are referred to the center from West Central Early Steps or the Early Learning Coalition. The Center Director, being new to her role, required technical assistance from JWB staff. For example, we worked together to include and account for VPK graduates in targeted service levels because there is a crossover of two school years within JWB fiscal year. In addition, JWB staff trained her on incident reporting which she communicated to JWB as needed. She was receptive to all feedback and gave timely responses.

JWB staff consulted with our insurance consultant and PARC agency staff to ensure the agency was covered at the limits to mitigate the most risk, particularly with General Liability and Pollution Liability. PARC has an on-site nurse available to give medicine to the child care participants and their adult residents as needed. Sometimes, this would include giving medicine via needles. It was determined that PARC would be responsible for ensuring their needle waste disposal company carried the appropriate amount of coverage to dispose of biomedical waste.

JWB staff observed a two year old classroom in February 2020. There were two teachers and six children present. The majority of the children enrolled in the classroom, seven out of nine, attended therapy sessions while at the center. Therapy included physical, occupational, or speech therapy. The classroom was set up with low open shelves for the children to freely access materials. The classroom was clean. The children enjoyed circle time with songs and smiles. Behavior issues were addressed in a positive manner. Staff were soft-spoken and nurturing with the children. They transitioned to the playground by counting children at intervals while they walked to the playground.

JWB staff also observed a three year old classroom. The children were playing in free choice. There were low open shelves with plenty of age-appropriate materials for children to use. Teachers interacted with the children as they were playing on the floor and doing an art project asking open-ended questions and commenting on what they saw. The transition to the playground appeared to be well-organized. First, there was a five minute clean up warning, then children cleaned, and a head count before proceeding out the door to the playground.

JWB staff conferenced with program staff to learn about their virtual Zoom sessions for the classes during the height of the pandemic. Staff referred to the sessions as “e-learning.” Program staff worked in their classrooms utilizing materials from their classroom inventory to complete two 20-40 minute virtual sessions with children birth to VPK. Sometimes they created a bag of supplies for parents to pick up at the center’s doorway to use with the weekly session. Staff asked that parents or guardians attend the sessions with the child. However, the parents did not always comply and would only be in the background while the staff worked with the child. It was estimated that about 45-50% of their enrolled children and families participated virtually. It was stated that the parents seemed to enjoy the sessions and they liked that they could see the other children in class.

JWB staff completed an observation of a Zoom learning session in April 2020 with a three year old class. There were two teachers involved with the session with five children. They had lessons for the letter B and showed the children items around their classroom that began with that letter. They tried to engage the children by asking them to repeat the words. The teachers were acting funny and using props to make the session entertaining, interactive,

and educational. The children laughed and talked with them over Zoom. The teachers blew bubbles with bubble gum and asked the kids to do the same. Some had bubbles from a bottle and one child asked his mom for gum. During this session, the parents were observed to be in the room at all times and engaging along with their child and assisted them as needed.

An additional e-learning observation was completed in May 2020. Only one child showed up for class. The child had an adult with him to assist with the lessons. There were two teachers and the theme this week was “garden”. The child appeared happy and engaged with the teachers by naming the pictures he saw on camera, clapping, and singing with them. The child’s older sibling also engaged with the lessons. The teachers showed the child real garden tools in an outside flower garden. The child lost interest a few times during story time and watching the “gardening scene.” The teachers were creative and patient throughout the 20 minutes of the e-learning session and did a wonderful job of acknowledging the child when he engaged with them.

Discovery Learning Center is licensed by Pinellas County License Board (PCLB) and received inspections throughout the fiscal year. Licensing standards cover an array of items including the supervision of children, review of personnel and children’s files, safety of physical environment, safe transportation of children, and healthful food/nutrition guidelines. PCLB ensures that all providers are given technical assistance when violations (non-compliances) are cited. A program can receive varying levels of violations and/or enforcement depending upon the concern. There are three classifications of violations with Class 1 being the most egregious and Class 2 violations could potentially pose a threat to the well-being of a child. Fines may be imposed when necessary. For FY20, the center maintained a valid license with PCLB, but were cited with Class 1 and 2 violations during the year. In December 2019, the center received a Class 2 violation for calling a child “double trouble”. This was seen as not being a positive influence for the development of children. In March 2020, the centers received a Class 1 violation for inappropriate discipline and a Class 2 violation for behavior detrimental to a child. The center had to complete a corrective action plan for Pinellas County Licensing Board (PCLB). The agency included training for all staff by the agency, two training modules for all staff as requested by PCLB, more frequent observations from leadership staff, and encouraging their staff to use the Employee Assistance Program as necessary. The agency also stated that they wanted to install cameras in each classroom. PCLB encouraged them to use the camera footage to inspire positive reinforcement for staff doing well in addition to the added supervision. In all instances, the center staff cooperated with PCLB and corrected the non-compliances as directed. the Licensing reports are public record and may be viewed at the following website: <https://cares.myflfamilies.com/PublicSearch>.

Four staff members were interviewed in May 2020. The interviews focused on virtual programming for the students while the center was closed during the pandemic. Staff conducted a morning and afternoon session on Zoom for the children to have some interaction with them and other students. Challenges of virtual programming were stated as keeping the children’s attention when in the session and getting parents to log on to the session. They saw a drop off with participation after about a month of lessons. For example, the two year old classroom had 10 children on their roster and five children started the virtual sessions consistently. One month later, only two children attend regularly. There was also difficulty with internet or wi-fi connections. In addition to virtual lessons, staff created theme-based kits for parents to pick up outside the center and then complete at home with their children. For example, they created kits for a Mother’s Day craft and a kit for Cinco de Mayo including chips with salsa and a craft. One staff commented that it was great seeing the kids on video, but it was disheartening when they put in effort for the lesson and then no one showed up. She wished the parents would engage more so they could learn exciting activities to help their child.

JWB met with the agency to discuss summer 2020 planning. The center opened the classrooms for in person care following CDC guidelines at the beginning of June. The group size recommendation made by CDC reduced the

center's capacity significantly. However, there was a natural attrition for summer care because some children only attend during the school year. Other families had to find other care during the pandemic because they needed in person care throughout the height of the pandemic. The agency made the decision to have one classroom in each age group designated for first responder children only. This was also a recommendation to reduce the risk of exposure that the children could be receiving at home with parents who were on the frontline.

JWB staff coordinated meetings with Children's Home Society (CHS) to introduce new programming to DLC. CHS would become a partner for the children, families, and staff at DLC. CHS would provide behavior management training and social/emotional skill building in the classrooms and deliver counseling services to individual children and families.

PARC made the decision to not contract with Head Start for FY21. Head Start programming had been closed for many months due to the pandemic and did not run in the summers. PARC felt that it would be beneficial not to renew the contract for FY21 and would enroll children in private pay and ELC funding instead.

An abbreviated, virtual review of six personnel files was completed in September 2020. All requested documents were prepared, organized, and uploaded to JWB as requested. All staff had current and timely Level 2 background screenings and signed Affidavits of Good Moral Character. JWB staff recommended that the titles for promotions be updated in JWB's system for accurate accounting.

Six parents were interviewed in September 2020. Parents spoke highly of the center and staff. Some mentioned the family engagement activities were fun and it was great to get together with the other families. However, COVID-19 slowed down the family activities. Parents stated that the staff were involved with the children and seemed to care about protecting everyone's safety during COVID-19. DLC staff had good communication with them during the pandemic and kept them well-informed. Some parents mentioned that the "Zoom sessions" were a great way to keep relationships with the teachers. Two were thankful for the meals provided to the families during the pandemic, saying it was a tremendous help.

COVID 19 Response and Impact:

Providers were requested to complete a JWB developed survey about the impacts of COVID-19 on their program during the period of 3/16/2020 to 9/30/2020. The following provides a summary and interpretation of the survey submitted by PARC for Discovery Learning Center.

The center closed on March 20, 2020 and transitioned to e-learning, via Zoom, until the program reopened on June 1, 2020. Staff continued to provide meals to families via a drive-thru service. When the center re-opened, they had restricted COVID-19 protocols in place including, center staff wearing masks at all times, drop off and pick up via an outdoor car circle, daily wellness and temperature screenings for all staff and children, reduced classroom sizes to a maximum of ten people per classroom, access to communal spaces restricted to one group per use with full sanitization between groups, separate classrooms for children of first responders and siblings being grouped together where possible. Additionally, therapies, parents, and visitors were not permitted in the center. Parents had to work with therapists to bring their child to the therapy office on off hours from the center. Challenges during this time frame were internet access difficulties, scheduling conflicts for staff, exposure to COVID-19, and lower operational capacity. The program stated that they were thankful to have had the resources, equipment, and dedicated staff available to immediately transition to e-learning during the pandemic closure. Additionally, they stated they will continue to use COVID-19 safety measures for the foreseeable future, including reduced classroom and staff numbers.

DATA QUALITY:**Participant File Review Date(s): 2/20/20**

On February 20, 2020, a file review was conducted based on a random sample of ten participants. Participant files were reviewed for compliance, data integrity, service delivery, performance measurement and overall data entry accuracy. The program achieved a compliance score of 100% for the collection of the required JWB forms. Each participant file included the signed and dated JWB Written Statement of Purpose and the Release of Information forms. Files were well organized. There was a 100% accuracy rate on participant's critical demographic information like names, date of birth, gender.

In addition to the participant data, JWB staff reviewed episode, attendance and measurement data. All attendance data was entered accurately into GEMS and was consistent with the enrollment date and episode open date. Each sampled child was assessed with Teaching Strategies GOLD data in file. The program achieved an overall data accuracy score of 100%.

ANALYSIS OF PERFORMANCE:

Five performance measures were developed based on the Teaching Strategies GOLD (TSG) assessment and the Florida Voluntary Prekindergarten (VPK) Assessment. Due to the COVID-19 pandemic, the Office of Early Learning suspended the VPK assessment at children's centers. TSG assessment data was not collected on the children because of the center closure during COVID-19 lockdown and the low attendance rate after the center reopened. As a result, JWB waived the performance measures for FY20.

CONCLUSIONS:

The center struggled with some licensing regulations this year. The Center Director is dedicated to quality and is expecting the same from her staff. JWB will continue to monitor expected child interactions and PCLB inspection reports. Despite the pandemic, the center staff showed commitment to serving the families. Whether it was virtual classes, food distribution, virtual family events, or phone calls to check in, the staff ensured that they try to stay connected to the children and families.

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Cheryl Miller
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Beth Houghton

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Chief Executive Officer

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Program Monitoring Report

Agency: Sixth Judicial Circuit Court (SJCC)

Program: Behavioral Evaluation

Program Monitoring Reporting Period. October 1st 2019 through September 30th 2020

Agency Overview:

The Sixth Judicial Circuit Court (SJCC) is a governmental entity which serves Pinellas and Pasco Counties. It includes 69 judges, 49 of whom preside over cases in the five court facilities in Pinellas County. The Circuit includes the following court divisions: Appellate, Circuit Civil, Circuit Criminal, Family, Probate and Guardianship, County Civil, County Criminal, Traffic and Small Claims. The Unified Family Court judges hear all delinquency, dependency cases and interconnected cases involving domestic issues. The circuit court is Florida's trial court of general jurisdiction and handles all cases relating to juveniles except traffic offenses. The Pinellas County Justice Center is located at 14250 49th Street North, Clearwater, FL 33762 and the Behavioral Evaluation program is housed in this location.

Program Description:

The Behavioral Evaluation (BE) Program conducts professional consultations and evaluations of juveniles between the ages of seven and 17 referred by Unified Family Court Judges. Information is obtained from youth and parent interviews, school and mental health records, and contacts with collateral agencies. The information includes social, emotional, behavioral, and cognitive functioning of the youth, violence risk, overall functioning of the family unit, and/or competency to proceed to trial. Information may be provided verbally or through court appearances in detention, arraignment and disposition hearings, however, is typically presented as a report addressing appropriateness of release from detention, the level and degree of court supervision needed, need for mental health and substance abuse services, individual or family counseling needs, appropriateness of other community services, and/or the youth's competency to proceed. Staff are active in mobilizing and arranging alternatives to incarceration of juveniles, including placements in shelter, residential treatment programs, or with other relatives. The program provides brief, immediate crisis intervention to families appearing before the court if needed, interpretation of evaluation results to parents, referrals to community resources, and coordination of community-based services when needed. Staff also provide training and consultation to court committees and personnel, and actively work with court and community providers to improve outcomes for juveniles seen before the court through development of new community programs, creative utilization of existing programs and resources, or through initiation of broader system changes.

Agency/Program Accomplishments:

As will be referenced later in this report recognition should be given to the productive manner in which the program adapted to the novel challenges created by the pandemic and maintained service delivery through the development of alternate, accessible and sustainable operational approaches.

Strategic Focus Area: School Success**Fiscal Snapshot:**

	FY18	FY19	FY20	Comments
Total Program Budget	\$472,246	\$632,556	\$658,239	
JWB Allocation	\$535,698	\$558,198	\$574,944	
Percent of Total Program Budget represented by JWB Allocation	90%	88%	87%	
Lapse	\$15,956	\$22,183	\$4,523	
Cost per Participant*	\$851 \$472,246/555	\$1,321 \$632,556/479	\$1,908 \$658,239/345	

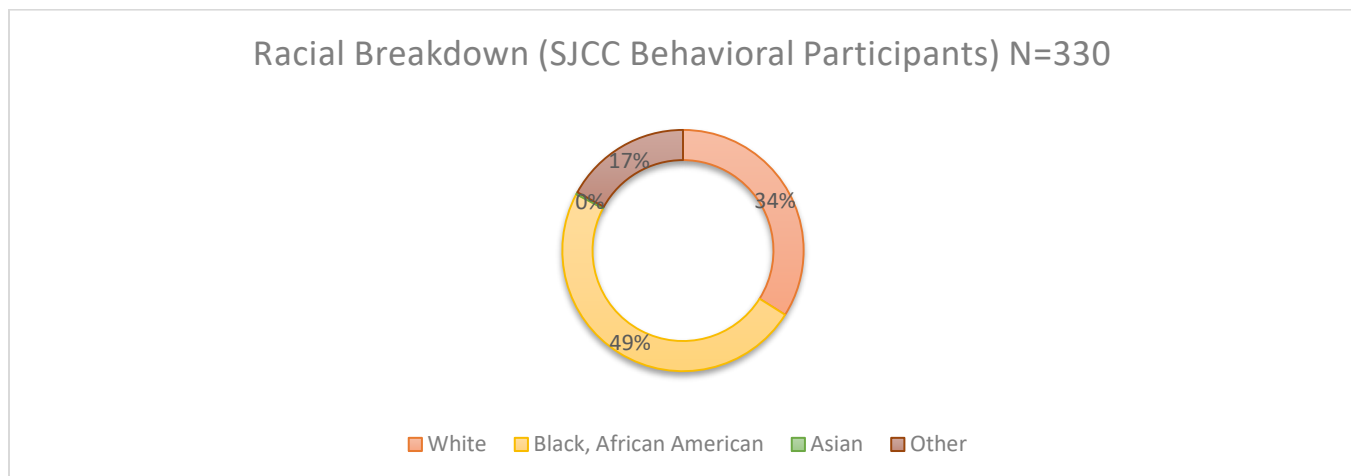
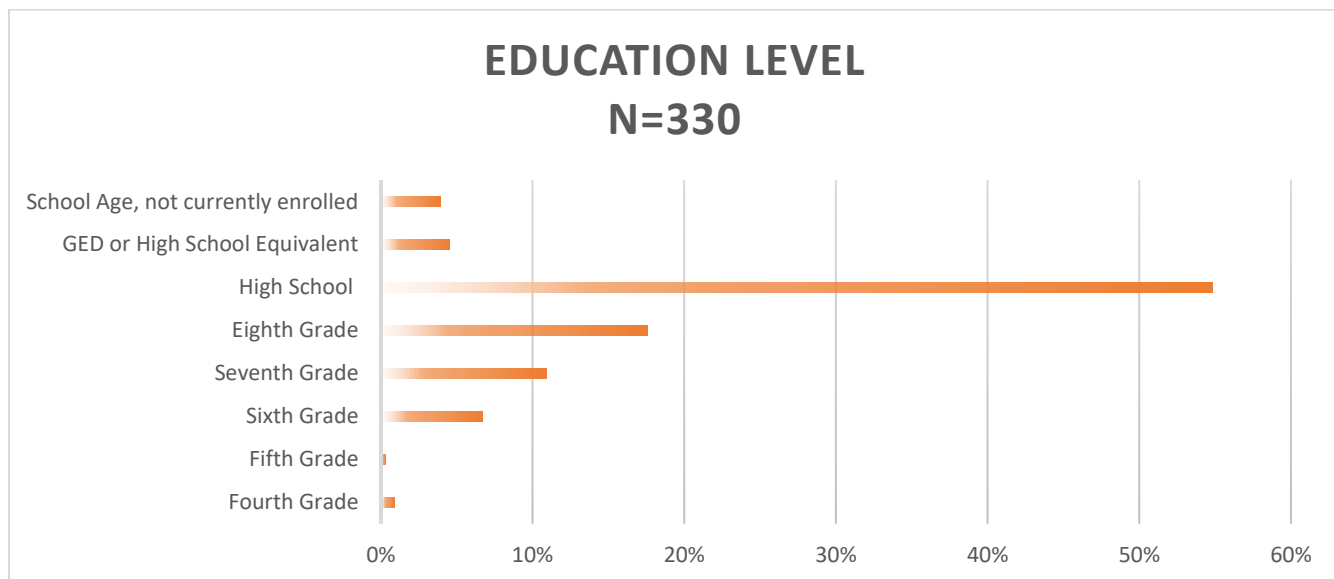
**Cost per participant information is calculated as follows: Total program budget/Total actual participants.*

Targeted Service Levels:

Targeted Service Level Type	FY18			FY19			FY20		
	Target	Actual	Percent	Target	Actual	Percent	Target	Actual	Percent
Evaluations	540	608	113%	540	477	88%	540	330	61%
Children	N/A	555	N/A	N/A	479	N/A	N/A	345	N/A

Participant Demographics:

Sixth Judicial Behavioral Evaluation Program served 345 unique youth and completed a total of 330 evaluations in FY20 reaching 61% of its proposed service goal. With an average participant age ranging between 15 and 19 years of age (see figure 2), 79% of participants served were male and approximately 49% of participants were African American. (Figure 1, provide racial breakdown of BE participants). Similarly, 51 percent of participants were from single parent homes. It is also worth noting that 64% of participants reside in a **Very Low** opportunity area of Pinellas County according to the Child Opportunity Index.

Figure 1: Racial Breakdown**Figure 2: Age Breakdown****Program Outcomes:**

Performance Measure Description	FY18		FY19		FY20	
	Target	Actual	Target	Actual	Target	Actual
Percent of children who receive a behavioral evaluation will have their treatment recommendations followed by the court at the time of adjudication for the presenting offense as evidenced by court records.	85%	99%	85%	99%	90%	100%

Performance Measure Description	FY18		FY19		FY20	
	Target	Actual	Target	Actual	Target	Actual
Percent of children who receive a behavioral evaluation will have their restrictiveness level recommendations followed by the court at the time of adjudication for the presenting offense as evidenced by court records.	80%	93%	85%	95%	85%	95%
Percent of children who receive a competency evaluation will have their competency to proceed recommendations followed by the court at the time of the competency hearing for the presenting offense as evidenced by court records.	85%	92%	85%	95%	85%	96%

Under the overarching objective of contemplating the immediate and residual fiscal and programmatic sequelae of the COVID-19 pandemic, during the period from March 16th 2020 through September 30th 2020, JWB requested that individual providers complete a COVID-19 Impact Survey. The following introductory subsections of this report put forth environmental context and provide a framework for a broad analysis of the content COVID-19 Impact Survey submitted by the SJCC Behavioral Evaluation program. Moreover, general impressions are put forth in relationship the efficacy of the agency's interwoven programmatic and administrative adaptations directed towards the maintenance of service delivery within the unprecedented ecological climate created by the unfolding pandemic.

Nationwide the COVID-19 pandemic significantly impacted the juvenile justice system with practices governing admissions into, release from and visitation in youth detention centers requiring a rapid transformation within a highly compressed timeframe.¹ Moreover, juvenile correctional facilities were faced with the complexities of considering staff and youth safety and physical health, the need for adherence to CDC social distancing protocols and attending to the high prevalence of mental health disorders among incarcerated youth.² These challenges were further compounded by prevailing trends over the last decade, outside of the context of the pandemic, marking a drastic escalation of youth with significant mental health disorders entering the juvenile justice system.³ These trends have placed increased emphasis on the value of court mental health clinics to assist in disposition recommendations, the completion of competency evaluations and the development of diversion plans to reduce recidivism rates.⁴ Due to the COVID-19 pandemic forensic telehealth assessments emerged as the

¹ Jennings, W. G., & Perez, N. M. (2020). The immediate impact of COVID-19 on law enforcement in the United States. *American journal of criminal justice*, 45, 690-701.

² Stahl, M. A. (2021). An analysis of juvenile waiver provisions and the jurisdiction of juvenile courts.

³ Coccozza, J. J., & Skowyra, K. R. (2020). Youth with mental health disorders: Issues and emerging responses. *Juv. Just.*, 7, 3.

⁴ Tolou-Shams, M., Rizzo, C. J., Conrad, S. M., Johnson, S., Oliveira, C., & Brown, L. K. (2018). Predictors of detention among juveniles referred for a court clinic forensic evaluation. *The journal of the American Academy of Psychiatry and the Law*, 42(1), 56.

vanguard approach to conducting court sanctioned psychiatric and psychological evaluations in order to sustain the efficacy of judicial operations.⁵ In accordance with this movement, following an exploration of approaches and ethical considerations, the BE program launched a hybrid model to complete evaluations and consultations utilizing both virtual and telephonic mediums. The development of these approaches were informed, in part, by staff participating in a workshop, hosted by the American Academy of Forensic Psychology, focused on best practice considerations related to telehealth evaluations.

Overall, the program deployed effective adaptive strategies to sustain operations with negligible need for external technical assistance from JWB staff. This is offered as a recognition as to programmatic integrity and the effective leveraging of internal staff skill sets.

Program Observation Dates: 2/20/20

Interview Date(s): 9/16/20

Collaborative Meeting/Consultation Date(s): 4/3/20, 4/15/20 and 6/29/20

- The Richard L. Sanders and Calvin Hunsinger K-12 schools provide services to students with exceptionalities and special needs. As a byproduct of their presenting difficulties in the areas of judgement and/or behavioral challenges many of the students attending these schools often come to the attention of the Juvenile Court for a variety of reasons. Staff from the SJCC BE program routinely meet with staff from these educational settings to offer consultation, review possible interventions and examine how the court system can collaborate with each of the schools to address the needs of students. During the course of FY20, despite the barriers created by the pandemic, program staff continued these meetings utilizing virtual platforms.
- Empirical research has shown that children entering the Juvenile Justice system presenting with sexually problematic behaviors consist of several subtypes.⁶ As such the completion of a Psychosexual Evaluation is generally accepted as the hallmark assessment protocol approach to; identify subtype, determine both level of risk and dynamic risk factors, explore potential root causes of the behaviors, and to aid in case disposition planning.⁷ Cumulative social welfare evidence from the COVID-19 crisis has provided strong indicators of a marked rise in sexually problematic behaviors, particularly between siblings, as a result of prolonged stay at home orders and interruptions to access to prevention services.⁸ As such, the pandemic has further highlighted the need for skillful and sound clinical evaluations to inform interventions. In this area program staff attended a three day virtual conference held by the Association of Treatment of Sexual Abusers which explored the topics of sexual offending risk, the impact of COVID-19 in treatment, the role of trauma in relationship to offending behaviors, neuropsychological developmental influences and prevention strategies.
- Research studies have consistently found that juvenile delinquent behaviors are significantly correlated with incidents of childhood trauma and increase the risk of penetration of youth into the juvenile justice system.⁹ Collective trauma occurs when an entire society feels an overwhelming threat to their physical or emotional well-being.¹⁰ Research literature has concluded that the COVID-19 pandemic is considered

⁵ Drogin, E. Y. (2020). Forensic mental telehealth assessment (FMTA) in the context of COVID-19. *International journal of law and psychiatry*, 71, 101595.

⁶ Rasmussen, L. A. (2004). Differentiating youth who sexually abuse: Applying a multidimensional framework when assessing and treating subtypes. *Journal of Child Sexual Abuse*, 13(3-4), 57-82.

⁷ Fanniff, Amanda M., and David J. Kolko. Victim age-based subtypes of juveniles adjudicated for sexual offenses: Comparisons across domains in an outpatient sample. *Sexual Abuse* 24, no. 3 (2012): 224-264.

⁸ Coker, D. C. (2021). Education, policy, and juvenile delinquents: A mixed methods investigation during COVID-19. *Journal of Education and Learning*, 10(1), 22-38

⁹ Farina, A. S., Holzer, K. J., DeLisi, M., & Vaughn, M. G. (2018). Childhood trauma and psychopathic features among juvenile offenders. *International journal of offender therapy and comparative criminology*, 62(14), 4359-4380.

¹⁰ Watson, M. F., Bacigalupe, G., Daneshpour, M., Han, W. J., & Parra-Cardona, R. (2020). COVID-19 interconnectedness: Health inequity, the climate crisis, and collective trauma. *Family process*, 59(3), 832-846.

a collective trauma due to the intense threats experienced by many specific to meeting basic needs, ongoing physical isolation and the possibility of contracting a life threatening illness and further compounds and further exacerbates symptomatology among individuals with preexisting trauma histories.¹¹ In recognition of the prominence and significance of trauma among the population served program staff attended a three day conference facilitated by the American Psychological Association that focused on the impacts of COVID-19, racial disparities and the effects of trauma in the domain of mental health.

- Adverse Childhood Experiences (ACEs) refers to a constellation of childhood traumatic events that researchers have found to result in deleterious medical, emotion and social outcomes over the course of an individual's lifespan¹². Studies have consistently demonstrated that young offenders who have experienced childhood physical abuse and other forms of maltreatment at significantly elevated risk for mental health disorders, substance abuse and involvement with the Juvenile Justice system.¹³ Moreover, as referenced previously, the current global pandemic in and of itself can also be experienced as a complex traumatic event by the most vulnerable populations.¹⁴ During FY19 the program previously modified its psychological evaluation template to pinpoint ACE indicators and illustrate the rates and types of ACE occurrences for the population served by age, gender and race. Over the course of this fiscal year the program has continued to track and reference ACE scores to evaluate the presenting needs of individual participants and assess service needs at a systemic and community level.
- A JWB funded Community Resource Advocate (CRA) position within the BE program supports aftercare planning and the development of wraparound interventions to augment treatment interventions. The wraparound process is individualized to each child and family and the intervention centers on the needs and goals of both. Specifically tailored strategies used to meet these goals by capitalizing on a combination of natural supports and available community resources. Such wraparound approaches have been shown to be particularly effective for youth involved in the Juvenile Justice system.¹⁵ Over the duration of this fiscal year the CRA served a total of 111 families and within the first 30 days following aftercare referrals 69% of youth were successfully connected to services in the community.
- The completion of semi-structured, in depth staff interviews serves as one of the primary cornerstones of annual JWB program monitoring activities. The primary advantage of in depth staff interviews is that far more detailed, qualitative contextual, information is provided than would be gathered through other data collection methods, such as surveys.¹⁶ In addition, such interviews provide valuable programmatic information that is particularly useful in relation to supplementing other methods of data collection.¹⁷ In recognition of the unheard of environmental conditions created during FY20, as a result of the COVID-19 pandemic, the standardized JWB staff interview template was modified to encapsulate questions that specifically addressed the aforementioned contextual features. During the final quarter of the fiscal year JWB staff conducted a group interview with program staff to gather collective perspectives around program operations and the emergent needs of program participants.

¹¹ Duane, A. M., Stokes, K. L., DeAngelis, C. L., & Bocknek, E. L. (2020). Collective trauma and community support: Lessons from Detroit. *Psychological Trauma: Theory, Research, Practice, and Policy*, 12(5), 452.

¹² Felitti, V. J., Anda, R. F., Nordenberg, D., Williamson, D. F., Spitz, A. M., Edwards, V., & Marks, J. S. (1998). Relationship of childhood abuse and household dysfunction to many of the leading causes of death in adults: The Adverse Childhood Experiences (ACE) Study. *American journal of preventive medicine*, 14(4), 245-258.

¹³ Baglivio, M. T., Epps, N., Swartz, K., Huq, M. S., Sheer, A., & Hardt, N. S. (2014). The prevalence of adverse childhood experiences (ACE) in the lives of juvenile offenders. *Journal of juvenile justice*, 3(2).

¹⁴ Venkateswaran, K. D., & Hauser, C. T. (2020). Living with PTSD amid a global pandemic. *Psychological Trauma: Theory, Research, Practice, and Policy*, 12(S1), S71.

¹⁵ Carney, M. M., & Buttell, F. (2003). Reducing juvenile recidivism: Evaluating the wraparound services model. *Research on social work practice*, 13(5), 551-568.

¹⁶ Greene, J. C. (1994). Qualitative program evaluation. *Handbook of qualitative research*, 530, 544.

¹⁷ Boyce, C., & Neale, P. (2006). Conducting in-depth interviews: A guide for designing and conducting in-depth interviews for evaluation input.

The staff group offered clear recognition of the unique environmental press created by the pandemic in relationship to adjusting to alternate service delivery approaches alongside the challenges associated with providing increased levels of supports to program participants, experiencing heightened levels of stress, during an unparalleled epoch. Furthermore, staff recognized the unavoidable moderating effects of conducting clinical assessments through virtual platforms. However, in counterbalance, pertaining to the utility of telehealth, staff underscored the value associated with reducing barriers to completing assessments for youth held in detention awaiting disposition.

- In response to the barriers presented by COVID-19 pertaining to conducting onsite visits and the need to apply sensitivity to staff health and safety the traditional process for conducting personnel file reviews was modified for FY20. In lieu of onsite monitoring agencies were required to complete a Personnel Monitoring Self-Assessment Tool which covered the core elements of standard personnel file reviews including, but not limited to: 1) employment application, 2) employee resume, 3) verification of completed Level II background screenings and 5) completed Affidavit of Good Moral Character. A total of 4 files were reviewed for this reporting report with the completed provider Self-Assessment producing evidence of the presence of core documentation requirements.

File Review Date(s): 2/20/20

Data Quality:

Annual file reviews are conducted for the purposes of ensuring data integrity, accuracy of demographic information, compliance with securing necessary releases of information, and qualitative standards of documentation. A total of 9 participant files were randomly selected for the FY20 review. A review of individual level participant data entered into JWB's data collection system was compared to information contained in participant files revealing extremely the progression of robust data management and quality assurance practices as demonstrated by an overall accuracy rating of 100%, a compliance rating of 100% and a data accuracy rate of 100%.

From a qualitative viewpoint individual participant assessments were found to be comprehensive and clearly pinpointed both presenting problems, suspected symptom etiology and prominent risk factors. Overall, the general quality of assessments, the creation of clear diagnostic pictures and resultant corresponding formulation of needs were found to be impressive. Moreover, at a collective level, the assessments highlighted the complexity and acuity of the population served by the program.

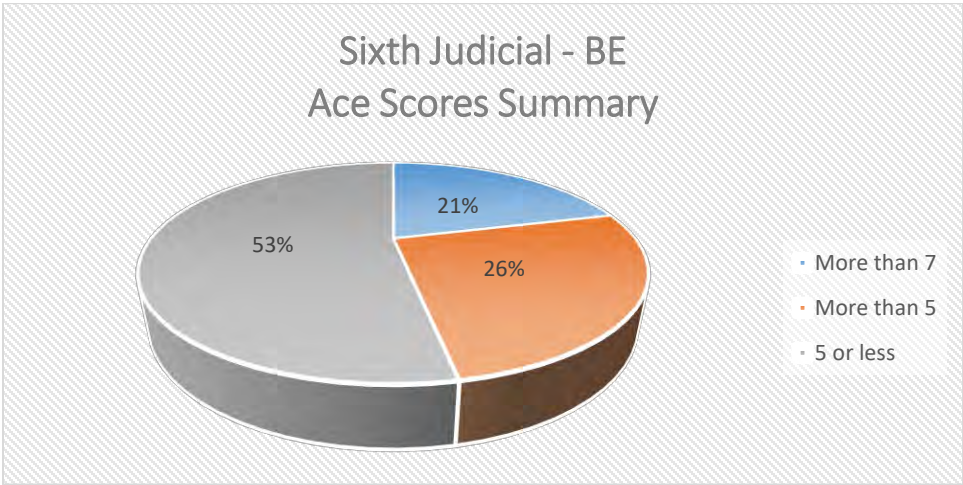
Analysis of Performance:

The Behavioral Evaluation Program supports the Unified Family Court in its decision-making process by providing the Court with Psychological Evaluations of the youth appearing in court proceedings. Evaluations are comprehensive in nature and provide a thorough assessment of the social, emotional, behavioral' and cognitive abilities of youth before the court coupled with the youth's trauma and violence history and the overall functioning of the family. Following evaluation, the program makes recommendation regarding interventions and sanctions based on youth and family needs; as well as information regarding the youth's competency to understand court proceedings and proceed to trial when appropriate. Additionally, the program enhances the well-being of the youth family and community by identifying unaddressed mental health' substance abuse and family problems, by linking youth and their families to existing community treatment resources.

To that end the program served 345 unique children, collectively meeting and even exceeding its measures at illustrated above (see performance measures table). To provide a comprehensive view of the complexity and acuity of children evaluated by the program, trauma scores were examined and assessed. Specifically, ACE scores were gathered for youth in FY20. Adverse Childhood Experiences (ACEs) have a tremendous impact on future violence victimization and perpetration, and lifelong health and opportunity. Research suggests that individuals

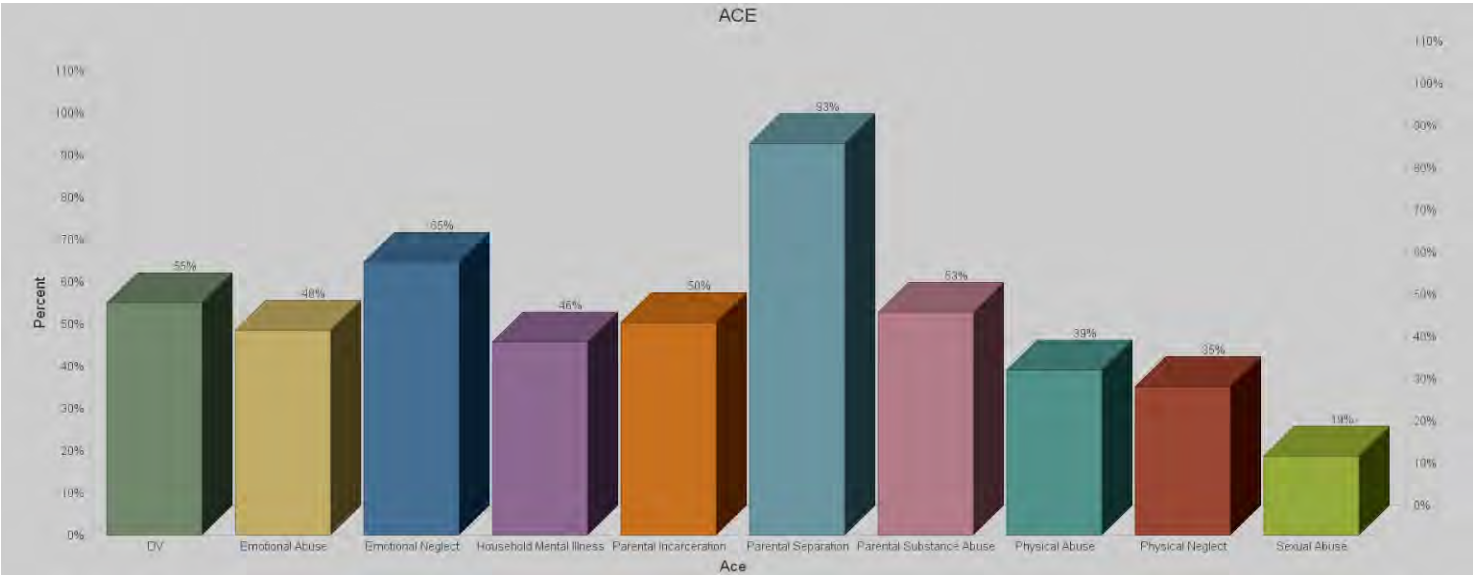
with high ACE scores are more likely to be violent, to have more marriages, more broken bones, more drug prescriptions, more depression, and more autoimmune diseases. People with an ACE score of 6 or higher are at risk of their lifespan being shortened by 20 years. ACE scores were measured and assessed for Sixth Judicial Behavioral Evaluation participants and results show that approximately 47% of participants had an ACE score of more than 5 (figures 3 and 4 provides a breakdown of ACE assessment).

Figure 3: ACE score summary



These scores suggest that children before the Unified Family Court have experienced extensive levels of trauma in various areas including but not limited to, neglect, abuse, and violence and thus come to the program with a plethora of challenges and needs.

Figure 4: ACE score breakdown



The success of the program is further demonstrated in its ability to connect and link youth to services and supports to address the social, emotional and behavioral needs demonstrated in evaluations and competency assessments. The program who strongly collaborates with the community at large, successfully provide linkages and referrals to clients while walking alongside clients to ensures they are properly connected to care. Furthermore, as demonstrated in the ACE assessments, 93% of youth have experienced parental separation and a large part of those participants are youth who are in care under the state. The program works closely with the courts, the DCF system and service providers to properly house acutely high-risk youth who are difficult to house in care.

CONCLUSIONS:

JWB staff will continue to work closely with the program to understand the larger impact of COVID-19 and the continued adaptation of programming to meet the shifting needs of its participants and families.

Paul Webb

8/17/2021 | 10:27 AM EDT

Date:_____

Paul Webb

Senior Program Consultant

Nakee Holloway

8/17/2021 | 10:35 AM EDT

Date:_____

Nakee Holloway

Senior Program Consultant

Karen Woods

8/17/2021 | 11:07 AM EDT

Date:_____

Karen Woods

Program Administration Manager

Karen Boggess

8/17/2021 | 12:07 PM EDT

Date:_____

Karen Boggess

Program Evaluation Manager

Beth Houghton

8/17/2021 | 2:29 PM EDT

Date:_____

Beth A. Houghton

Chief Executive Officer



Program Monitoring Report

Agency: Sixth Judicial Circuit Court (SJCC)

Program: Early Childhood Court

Program Monitoring Reporting Period: October 1, 2019 through September 30, 2020

Agency Description:

The Sixth Judicial Circuit Court (SJCC) is a governmental entity which serves Pinellas and Pasco Counties. It includes 69 judges, 49 of whom preside over cases in the five court facilities in Pinellas County. The Circuit includes the following court divisions: Appellate, Circuit Civil, Circuit Criminal, Family, Probate and Guardianship, County Civil, County Criminal, Traffic and Small Claims. The Unified Family Court judges hear all delinquency, dependency cases and interconnected cases involving domestic issues. The circuit court is Florida's trial court of general jurisdiction and handles all cases relating to juveniles except traffic offenses. The Pinellas County Justice Center is located at 14250 49th Street North, Clearwater, FL 33762 and the Early Childhood Court (ECC) program is housed in this location.

Program Description:

Using the National Zero to Three (ZTT) organization's Safe Babies Court Teams (SBCT) evidence based approach¹ and the Miami Child Well-Being model, Florida's Early Childhood Court (ECC) addresses child welfare cases involving children under the age of three. It is a problem-solving court where legal, societal, and individual problems intersect. The Community Coordinator works with the Pinellas County Unified Family Court's ECC team, including the presiding Judge, court personnel, participants and related agencies to support the team activities. The Community Coordinator provides coordination and collaboration amongst the community providers and other stakeholders, serves as the liaison between the family and the court, attends court hearings, schedules Court Team meetings, collects case related data, and ensures families receive the right service at the right time. Provider's Early Community Coordinator works with the Court's ECC team to aid infant and toddler victims of maltreatment countywide, protecting them from further harm and addressing the trauma of parents to enable them to more effectively parent.

Strategic Focus Area: Prevention of Child Abuse and Neglect (PCAN)

Fiscal Snapshot:

	FY18	FY19	FY20
Total Program Budget	\$102,218	\$113,295	\$153,840
JWB Allocation	\$92,263	\$102,671	\$102,671
Percent of Total Program Budget represented by JWB Allocation	90%	92%	67%
Lapse	\$13,989.90	\$11,985	\$6,738

¹ McCombs, K. (2007). Zero to Three court teams for maltreated infants and toddlers year 1 cross-site report: evaluation findings. *Washington, DC: Zero to Three.*

Cost per Participant*	\$4,444 (\$92,263/23)	\$2,575 (\$113,295/44)	\$3,496 (\$153,840/44)
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*Cost per participant information is calculated as follows: Total program budget/Total actual participants.

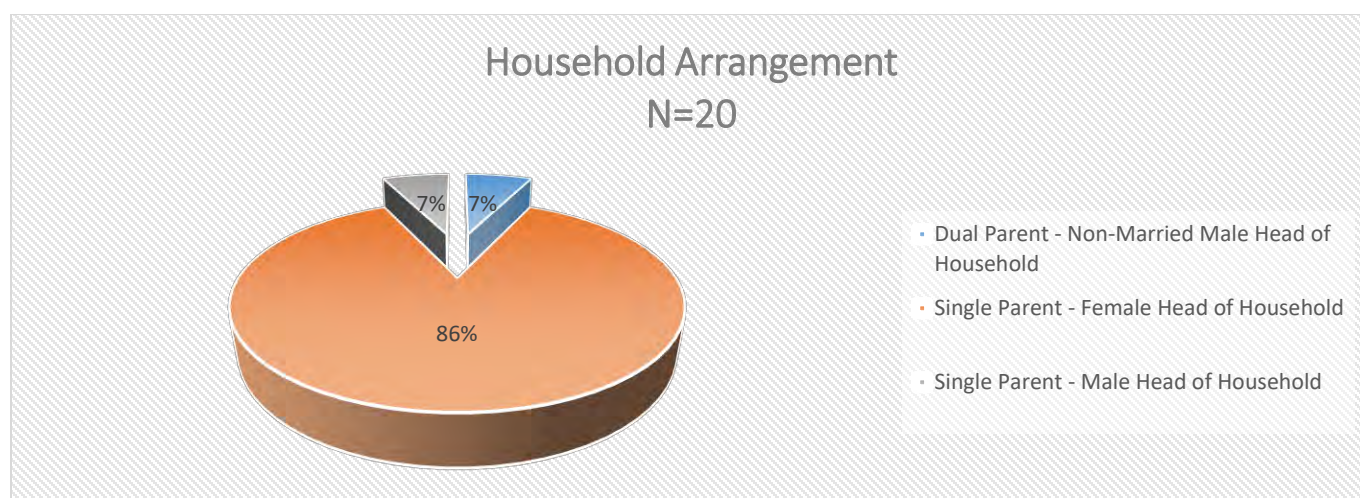
Targeted Service Levels:

Targeted Service Level Type	FY18			FY19			FY20		
	Target	Actual	Percent	Target	Actual	Percent	Target	Actual	Percent
Adults	10	10	100%	20	21	105%	20	20	100%
Children	10	13	130%	20	23	115%	20	24	120%
Total	20	23	115%	40	44	110%	40	44	110%

Participant Demographics:

Early Childhood Court (ECC) served a total of 44 unique participants; 20 adults and 24 children who experienced court ordered separation. Aligning with FY19 numbers served, the program exceeded its targeted service levels in FY20 as demonstrated above. Fifty percent of parents ranged in age from 20 to 24 years. Approximately, 48% resided within one of the **Very Low** opportunity areas throughout Pinellas County according to Child Opportunity Index and 86% of adult participants report being single parents (figure 1 below provides a breakdown of household arrangements). At the state level, data showed more than 70% of Florida's children in foster care are five years and younger. In Pinellas County, more than half fall within this age group² which highlights the magnitude of the need for services, such as those offered by ECC, to support this vulnerable population.

Figure 1: Household arrangement



² Florida Department of Children and Families - ESS Report. Retrieved December 20, 2018 from <http://www.dcf.state.fl.us/programs/childwelfare/placement.shtml>

Program Outcomes:

Performance Measure Description*	FY18		FY19		FY20	
	Target	Actual	Target	Actual	Target	Actual
Percent of all ECC cases will reach permanency within 12 months of removal.	60%	56%	60%	75%	60%	66%
Percent of all ECC cases will have no additional verified abuse reports for children after reunification for up to one year after program completion.	70%	100%	70%	99%	70%	100%
Percent of all ECC cases will have no more than one placement outside of the home during program participation.	70%	Not available	70%	99%	70%	100%

* The performance measures displayed in the table above were established by ZTT however these measures are not contractual under the agreement between JWB and SJCC ECC given that the current allocation supports a single position as opposed to the program in its entirety.

COVID 19 Response and Impact:

Under the overarching objective of contemplating the immediate and residual fiscal and programmatic sequelae of the COVID-19 pandemic, during the period from March 16th 2020 through September 30th 2020, JWB requested that individual providers complete a propriety, home grown, COVID-19 Impact Survey. The following introductory subsections of this report put forth environmental context and provide a framework for a broad analysis of the content COVID-19 Impact Survey submitted by the Suncoast, Inc Family Services program. Moreover, general impressions are put forth in relationship the efficacy of the agency's interwoven programmatic and administrative adaptations directed towards the maintenance of service delivery within the unprecedented ecological climate created by the unfolding pandemic.

Coronavirus disease 2019 (COVID-19) is caused by a novel virus that results in severe acute respiratory symptoms. On March 11, 2020, the World Health Organization classified the coronavirus disease 2019 (COVID-19) outbreak as a pandemic, with over 720,000 cases reported in more than 203 countries as of 31 March 2020.³ Following a global response designed to reduce infection transmission vectors, encompassing community level isolation orders, social distancing measures and travel restrictions the US declared a pandemic emergency on March 13, 2020.⁴ Subsequently, states progressively moved towards the declaration of stay-at-home orders under the imperative of stemming the magnitude of the prolific spread of the virus and thereby reducing the likelihood of severe deleterious health impacts and large-scale exogenous shock experiences across the general population.⁵ However, despite stringent efforts to contain the pandemic infection rates continued at both variable linear and sub-exponential rates and as of September 21, 2020, the COVID-19 pandemic had resulted in approximately seven million reported cases in the United States with almost 200,000 associated deaths.⁶ In alignment with evolving nationwide mitigation measures and in accordance with the guidelines set forth by the Centers for

³ Omer, S. B., Malani, P., & Del Rio, C. (2020). The COVID-19 pandemic in the US: a clinical update. *Jama*, 323(18), 1767-1768.

⁴ COVID, I., & Hay, S. I. (2020). COVID-19 scenarios for the United States. *medRxiv*.

⁵ Mueller, J. T., McConnell, K., Burrow, P. B., Pofahl, K., Merdjanoff, A. A., & Farrell, J. (2021). Impacts of the COVID-19 pandemic on rural America. *Proceedings of the National Academy of Sciences*, 118(1).

⁶ Cortis, D. (2020). On determining the age distribution of COVID-19 Pandemic. *Frontiers in public health*, 8, 202.

Disease Control (CDC), Florida issued a statewide stay at home order on April 1st 2020.⁷ In anticipation of the issuance of this order the Florida Department of education (DOE) implemented a uniform closure of all schools on March 23rd 2020.⁸ As a result, providers, across all sectors of the County infrastructure, were required to abruptly reconceptualize and significantly to alternate modes of functioning.

Although the demographic profile of the population served within child welfare systems tends to span across family compositions, socioeconomic class and ethnic groups studies have consistently revealed that single parent, African Americans and low income households tend to be disproportionately represented.⁹ Furthermore, in recognition of the growing prominence and reliance on telehealth services, during the course of the pandemic, research studies concluded that limitations in technology literacy and lack of access to resources pose a significant barrier for these at risk and socially disenfranchised populations.¹⁰ In the domain of parental stress and parent-child relationships during the COVID-19 pandemic far reaching studies have concluded that parental stress is a significant mediator between the perceived impacts of the coronavirus, parent-child relationships and maladaptive and harsh parenting approaches.¹¹ These findings provide strong indicators that a progressive acceleration of parental stress throughout the pandemic has acted as one of the most significant risk factors for child maltreatment.¹² In addition, it is very likely that the residual deleterious impacts of the pandemics effects will continue into the future as parental stressors, psychological impacts and child development trajectories continue to unfold.¹³ A growing body of research literature conducted prior to the onset of the pandemic underscores the negative consequences for a child's overall wellbeing when they experience prolonged separation from parental caregivers or encounter multiple changes in caretakers during critical developmental stages.¹⁴ Due to the unavoidable environmental, systemic and operational disruptions and pronounced public health concerns brought about by the pandemic across the country, child welfare entities and courts with direct jurisdiction over child protection cases temporarily suspended visitation between children and parents and many postponed reunification hearings. Subsequently, for the for the period from March 2020 until June 2020 the ECC status review docket was held in abeyance as the court focused on mission critical hearings. During this period of time required court hearings were conducted telephonically.

In response to the profound systemic impacts of the pandemic the federal Children's Bureau issued guidance to encourage that hearings be conducted utilizing virtual platforms.¹⁵ Such, videoconferencing approaches, although less than optimal, create the opportunity to gather multiple stakeholders to review the needs of children and families involved in the child welfare system and partially mitigate barriers related to geographical location, transportation, childcare and employment responsibilities.¹⁶ Accordingly, to enhance parental engagement, ECC resumed adapted operations in June 2020 utilizing virtual platforms. Findings from national longitudinal studies have concluded that children served within the ECC model leave foster care nearly three times more rapidly than

⁷ Gostin, L. O., & Wiley, L. F. (2020). Governmental public health powers during the COVID-19 pandemic: stay-at-home orders, business closures, and travel restrictions. *Jama*, 323(21), 2137-2138.

⁸ Florida Department of Education. (2020). Reopening Florida's Schools and the CARES Act: Closing achievement gaps and creating safe spaces for learning. Tallahassee, Florida. Retrieved from <http://www.fldoe.org/core/FLDOEReopeningCARESAct.pdf>

⁹ Gilligan, M., Sutor, J. J., Rurka, M., & Silverstein, M. (2020). Multigenerational social support in the face of the COVID-19 pandemic. *Journal of Family Theory & Review*.

¹⁰ Triana, A. J., Gusdorf, R. E., Shah, K. P., & Horst, S. N. (2020). Technology literacy as a barrier to telehealth during COVID-19. *Telemedicine and e-Health*, 26(9), 1118-1119.

¹¹ Menter, K., Ritchie, T., Ogg, J., Rogers, M., Shelleby, E. C., Santuzzi, A. M., & Wendel, M. J. (2020). Changes in Parenting Practices during the COVID-19 Pandemic: Child Behavior and Mindful Parenting as Moderators. *School Psychology Review*, 1-18.

¹² Lawson, M., Piel, M. H., & Simon, M. (2020). Child maltreatment during the COVID-19 pandemic: consequences of parental job loss on psychological and physical abuse towards children. *Child abuse & neglect*, 104709.

¹³ De Araújo, L. A., Veloso, C. F., de Campos Souza, M., de Azevedo, J. M. C., & Tarro, G. (2020). The potential impact of the COVID-19 pandemic on child growth and development: a systematic review.

¹⁴ Strijker, J., Knorth, E. J., & Knot-Dickscheit, J. (2008). Placement history of foster children: A study of placement history and outcomes in long-term family foster care. *Child Welfare*, 87(5), 107.

¹⁵ Seay, K. D., & McRell, A. S. (2021). Child Welfare Services Response to COVID-19: Addressing Face-to-Face Contacts. *Journal of Child and Family Studies*, 1-13.

¹⁶ Spinak, J. M. (2020). Child Welfare and COVID-19: An Unexpected Opportunity for Systemic Change.

comparison sample groups.¹⁷ Further studies have found that these children are more likely to remain in the care of a family member, typically achieve permanency quicker, tend to have fewer placement disruptions and are less likely to experience additional abuse or neglect following reunification.¹⁸ As such, the program's successful shift in stance to maintain operations in the midst of the elevated risk factors generated by the pandemic should be recognized as a significant accomplishment towards the objective of reducing deeper penetration into the child welfare system for those involved in the dependency system during the pandemic.

Program Monitoring Activities:

Program Observation Dates: N/A

Interview Date(s): 9/30/21.

Collaborative Meeting/Consultation Date(s): 1/8/20, 2/20/20, 4/3/20, 4/22/20 and 9/30/20

- The completion of semi-structured, in staff interviews serves as one of the foundational aspects of annual JWB program monitoring activities. The overarching advantages of staff interviews is that far more detailed, qualitative, contextual, information is provided than would be gathered through other data collection methods, such as surveys.¹⁹ In addition, such interviews provide valuable programmatic information that is particularly useful in relation to supplementing other methods of data collection.²⁰ In recognition of the unprecedented environmental conditions created during FY20, as a result of the COVID-19 pandemic, the standardized JWB staff interview template was modified to encapsulate questions that specifically addressed the aforementioned contextual features. JWB staff conducted a remote interview with the ECC Community Coordinator during the final quarter of the fiscal year. The Community Coordinator possesses an impressive scope of professional attributes that align with the core functional requirement of the ECC model holding a Masters in Mental Health Counseling and attained certification as a Child Protection Worker with approximately 13 years of experience working in the child welfare arena. The Community Coordinator has maintained standing in the position since the program's inception at the onset of FY18 and has been instrumental in the development of broad collaborations with a host of community partners over the years. Furthermore, the Community Coordinator has participated in a range of trainings and national conferences hosted by the Zero to Three Safe Babies Court Team Project (SBCT), in collaboration with the Quality Improvement for Research-based Infant-Toddler Court Teams (QIC-ITCT). Participation in these ongoing professional development activities are highlighted as a demonstration of a commitment to remaining abreast of current and emerging best practices. In summation, the information gathered from the interview revealed a keen appreciation of the needs of the population served, the critical need to effectively adjust service delivery, recalibrate interventions, engagement approaches and corresponding assessments of need atop the topography produced as a result of the pandemic.
- During the first quarter of the fiscal year the Community Coordinator participated in a training provided by Zero to Three that focused on best practice approaches to the facilitation of Family Team Meetings (FTM). The regular and effective facilitation of FTMs is upheld as a critical component embedded within the conceptual framework of the SBCT theory of change.²¹ Following completion of the aforementioned training the Community Coordinator co-facilitated a TFM, guided by the trainer, involving a family served by the program. Subsequently, the Community Coordinator launched the implementation of ongoing FTMs for program participants and continued to facilitate these meetings over the course of the height of the pandemic utilizing virtual mediums. As a result of these efforts FTMs are now held within thirty

¹⁷ McCombs-Thornton, K. (2012). Moving Young Children from Foster Care to Permanent Homes: Evaluation Findings for the Zero to Three Safe Babies Court Teams Project. *Zero to Three (J)*, 32(5), 43-49

¹⁸ McCombs, K. (2007). Zero to Three Court teams for maltreated infants and toddlers year 1 cross-site report: evaluation findings. *Washington, DC: Zero to Three*.

¹⁹ Greene, J. C. (1994). Qualitative program evaluation. *Handbook of qualitative research*, 530, 544.

²⁰ Boyce, C., & Neale, P. (2006). Conducting in-depth interviews: A guide for designing and conducting in-depth interviews for evaluation input.

²¹ Faria, A. M., Bowdon, J., Conway-Turner, J., Pan, J., Ryznar, T., Michaelson, L., & Walston, J. (2020). The Safe Babies Court Team Evaluation.

days of a family first entering ECC and there is the capacity to swiftly convene these meetings at any point along the duration of involvement in the dependency system. Such flexibility and dynamic responses to emergent needs enhances efforts to promote the timely resolution of permanency outcomes.²²

- The Zero to Three Safe Babies Court Team Project (SBCT), in collaboration with the Quality Improvement for Research-based Infant-Toddler Court Teams (QIC-ITCT), host annual national conferences. These conferences are viewed as a national learning community where court team members are able to explore emerging approaches and practices to promote permanency and well-being for infants, toddlers and their families who are involved in the child welfare system. Due to the constraints created by the pandemic the FY20 conference was held virtually. The Community Coordinator was able to leverage resources to obtain scholarships to allow for a total of nine ECC assigned Child Welfare Case Managers and clinical staff to receive training in the areas of trauma informed practices and infant mental health.
- Families First of Florida provides in-depth Comprehensive Behavioral Health Assessments (CBHA) for children involved in the child welfare system. The CBHA integrates historical information, prior evaluations and clinical observations in order to put forth recommendations for permanency planning. The CBHA equips the child welfare system in making critical long term placement determinations that are likely to have impacts on developmental trajectories across a child's lifespan. As such, these assessments represent a centerpiece in relationship to ensuring clinically sound decision making processes that enhance the potential of long term positive outcomes for children.²³ During this fiscal year the court was awarded an Opioid Affected Youth Grant which allowed for capacity building in the area of the provision of Child Parent Psychotherapy (CPP). In conjunction, the grant created the opportunity for CBHA providers to increase the scope and availability of services made available to children as a result of recommendations generated by the completion of Infant Mental Health Assessments.
- Families involved with the dependency system often encounter socioeconomic hardships that pose obstacles to the reunification process.²⁴ Beyond the tremendous psychosocial impacts and deleterious health indexes created by the pandemic substantial negative macroeconomic and microeconomic shifts occurred, ushered by the mandatory closure of businesses, social distancing requirements, the resultant shifts in consumerism and consequential rising unemployment rates.²⁵ Additionally, school closures further exacerbated food insecurities among low-income families with many students relying heavily on schools as settings for sources of healthy nutrition.²⁶ These cascading events magnified existing disparities and disproportionality increased hardships for low-income, food insecure-secure households that were already struggling to meet basic needs.²⁷ The ECC program is allocated access to participant expenses within its annual budget to assist in overcoming material barriers to reunification for the families served. During this fiscal year the program was able to direct funding to families impacted by the pandemic to assist with rent payments, utility bills and child care.
- In response to the barriers presented by COVID-19 pertaining to conducting onsite visits and the need to apply sensitivity to staff health and safety the traditional process for conducting personnel file reviews was modified for FY20. In lieu of onsite monitoring agencies were required to complete a Personnel Monitoring Self-Assessment Tool which covered the core elements of standard personnel file reviews including, but not limited to: 1) employment application, 2) employee resume, 3) verification of completed

²² McCombs-Thornton, K. L. (2011). *Fostering a Permanent Home: A Mixed Methods Evaluation of the ZERO TO THREE Court Teams for Maltreated Infants and Toddlers Initiative* (Doctoral dissertation, The University of North Carolina at Chapel Hill).

²³ Graham, M. First 1000 Days Policy Brief: Infant Mental Health and Child Welfare.

²⁴ Strijker, J., Knorth, E. J., & Knot-Dickscheit, J. (2008). Placement history of foster children: A study of placement history and outcomes in long-term family foster care. *Child Welfare*, 87(5), 107.

²⁵ Barua, S. (2020). Understanding Coronanomics: The economic implications of the coronavirus (COVID-19) pandemic.

²⁶ Gundersen, C., Hake, M., Dewey, A., & Engelhard, E. (2020). Food insecurity during COVID-19. *Applied economic perspectives and policy*.

²⁷ Wolfson, J. A., & Leung, C. W. (2020). Food insecurity and COVID-19: Disparities in early effects for US adults. *Nutrients*, 12(6), 1648.

Level II background screenings and 5) completed Affidavit of Good Moral Character. Proportional to the staffing model of the program a single personal record was reviewed were for this reporting report with the completed provider Self-Assessment producing evidence of the presence of all core documentation requirements.

File Review Date(s): 2/20/20

Data Quality:

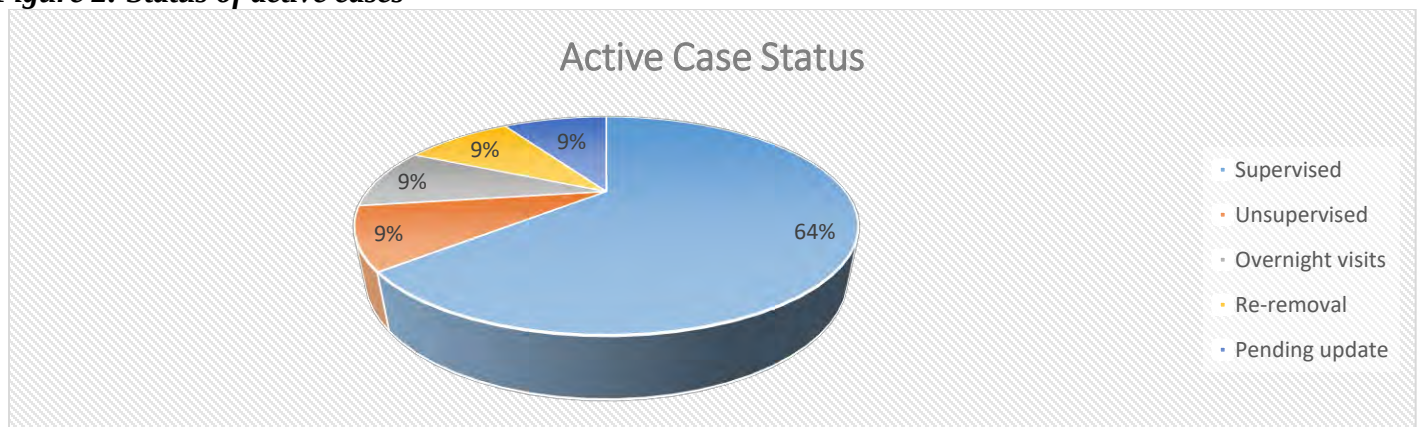
Annual participant file reviews are conducted purposes of examining data integrity, patterns of service delivery, qualitative documentation standards and general adherence to the established program methodology. For this reporting period a total of six participant records were selected for review producing overall scoring of 100% in the area of compliance, 100% for Critical Field Accuracy and 100% in the domain of Data Accuracy. These results are viewed as impressive and are highly indicative of robust data entry practices by staff.

At a qualitative level each file was found to be orderly with abundant content in the form of case staffing notes, hearing documentation, evaluations and case plans. JWB staff provided technical assistance as to exploring best practice approaches to documentation and file content through a comparison of approaches taken by other ECC program sites. This recommendation was offered as a means to further enhance current documentation standards and is not reflective of any pronounced limitations related to current practices.

Analysis of Performance:

Early Childhood Court is an evidence based program using the national Zero To Three Safe Babies Court Team model, with a four pronged approach focused on 1) improving child safety and well-being; 2) healing trauma and repair the parent/child relationship; 3) promoting timely permanency, and 4) stopping the intergenerational cycle of maltreatment. Additionally, Early Childhood Court is a problem solving court addressing child welfare cases while intersecting individual, legal and societal factors. The program coordinator at ECC is charged with bridging the gaps between multiple systems (i.e. legal, child welfare, etc.) and community with primary goal of achieving reunification and permanency for its participants. In FY20, performance outcomes for the Pinellas ECC program showed encouraging results with 66% of the families who completed the program achieving reunification or permanency within two to nine months. The program continues to actively engage with approximately 19 families at the time of this report and which similarly are on target for reunification. Specifically, of the remaining active cases many are near reunification, with 36% of families safely engaging in unsupervised visits (figure 2 provides the status of active cases).

Figure 2: Status of active cases



Conversely, to date, there has been no additional abuse report substantiated after reunification. At a higher level, the program continues to divert families from the child welfare system, with 100% of families having no new verified abuse reports for children after reunification for up to one year after program completion. A pivotal factor driving positive results is the ongoing level of activity generated by the Community Coordinator that is not always visible such as frequent communication, coordination and collaboration with community providers, stakeholders, foster and biological parents. Finally, from a fiscal stance it is important to consider national studies that have concluded the ECC approach to be more cost effective in the long term when compared to the cumulative costs associated with the traditional model where children remain in the dependency system longer.²⁸ Success may appear different for each family and although the primary focus is reunification with the biological parent(s), at times, termination of parental rights is necessary and success is viewed as the length of time taken to achieve permanency with an alternative caretaker as identified through the concurrent planning process.

Paul Webb

8/17/2021 | 10:38 AM EDT

Date: _____

Paul Webb

Senior Program Consultant

Nakee Holloway

8/23/2021 | 11:59 AM EDT

Date: _____

Nakee Holloway

Senior Program Consultant

Karen Woods

8/24/2021 | 1:38 PM EDT

Date: _____

Karen Woods

Program Administration Manager

Karen Boggess

8/24/2021 | 9:25 PM EDT

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Karen Boggess

Program Evaluation Manager

Beth Houghton

8/24/2021 | 9:40 PM EDT

Date: _____

Beth A. Houghton

Chief Executive Officer

²⁸ Foster, E. M., & McCombs-Thornton, K. L. (2012). Investing in our most vulnerable: A cost analysis of the Zero to Three Safe Babies Court Teams Initiative. *Birmingham, AL: Economics for the Public Good, LLC.*



Financial Monitoring Report

Agency: Preserve Vision Florida, Inc. (PVF)

Program(s): Seeing Our Bright Future (SOBF)

Date of Visit: May 26, 2021

JWB Staff: Braxton Everett, Program Financial Analyst; Stacey Gill, Senior Program Financial Analyst; Arun Lazarus, Senior Program Financial Analyst; Tiara Bethel, Program Financial Analyst

Agency Attendees: Joanne Lighter, Chief Executive Officer (CEO); Ellen Fontana, Ellen Fontan CPA, LLC

Period Reviewed: FY2019 and FY2020

Funding/Lapse History

Program	Fiscal Year	JWB Contract Amount	Total Program Budget	% of Total Program Funding	Lapse (%)
SOBF	FY2019	\$152,980	\$224,554	68.1%	10.0%
SOBF	FY2020	\$156,058	\$224,885	69.4%	4.0%

FY20 funding for SOBF of \$156,058 represents a 2.0% increase over FY19 funding due to receiving a cost of living adjustment (COLA). The FY19 lapse is due almost entirely to a lapse in salaries because of turnover in one position. The other lines contributing to the lapse in FY19 were benefits and administrative expense. The FY20 lapse is attributed to salaries and benefits related to one position.

Agency Audit

The FY19 and FY20 audits received unmodified opinions and no internal control weaknesses were identified. In FY19 and FY20 there was a change in net assets of \$146,368 and (\$28,174) which includes depreciation of \$8,720 and \$8,754, respectively. The large decrease in net assets over the FY19 can be attributed to the forgiveness of the Related Party Transaction in FY19 that deferred a portion of the Executive Director's salary in previous years.

Compliance with Site Visit Request

The monitoring visit was conducted virtually relying on document uploads into SharePoint. All documents were uploaded prior to the due date and were complete.



Management of Program Funds

PVF updated their Accounting Policies and Procedures manual based on JWB recommendations from the FY18 Financial Monitoring visit. As part of these updates, their policies are reviewed and updated at least once annually.

The agency budget to actual statement is part of the monthly financial statement package that is presented to the executive committee on a bi-monthly basis and to the board on a quarterly basis. Profit and loss statements by funder are produced and reviewed by agency staff and the contracted external CPA on a monthly basis.

There is a fixed asset policy that outlines how these items are tracked and capitalized. Asset depreciation is calculated using the straight-line method based upon estimated useful life of 5 to 7 years. A physical inventory is conducted on an annual basis.

There is a purchasing policy that describes the procedure to acquire goods. All purchases are approved by the President & CEO or Vice President of Program & Chief Operating Officer. The policy states that every effort will be made to obtain 3 quotes for purchases but has provisions for sole source purchases when necessary. Purchases over \$10,000 must be approved by the Board.

Per policy, Conflict of Interest (COI) statements are signed annually by staff and Board members. Staff and Board members are also instructed to disclose any conflicts as they arise.

Timeliness of Reimbursements

FY19 – SOBF submitted requests timely: 21 of 21

FY20 – SOBF submitted requests timely: 24 of 24

Reimbursements for SOBF were submitted timely 100% of the time for FY19 and FY20. No reimbursements were returned in FY19 for corrections. 4 of 24 reimbursements were returned to reclassify expenses in FY20.

Reimbursement Review

A total of 20 expenses, 10 for FY19 and 10 for FY20, were pulled from reimbursement requests across various budget lines. No findings were identified.

Payroll Review

The payroll verification consisted of 6 positions for the months of February 2019 and June 2020. No findings were identified.



Bank Reconciliation Review

A total of six bank reconciliations were requested for review; June 2019, August 2019, May 2020, June 2020, July 2020, August 2020. All six reconciliations were reviewed and approved in a timely manner.

JWB Recommendations

Management should consider updating the procurement procedure to detail out the purchase thresholds for the bid process.

JWB Prior Year Recommendations

Recommendation: Agency should develop comprehensive Financial Policies and Procedures for significant accounting and financial processes. Once developed and approved, these should be made available to the necessary staff and training should be completed, as necessary.

Status: Recommendation was adopted in FY19. PVF has continued to edit and develop policies and now includes a policy on conflict of interest, as well as purchasing and receiving policy.

Recommendation: Agency should limit the number of authorized check signers and create a formal Cost Allocation Plan as best practices.

Status: Recommendation was adopted in FY19.

Agency Response

Management has reviewed and has no response.

Braxton Everett

Braxton Everett, Program Financial Analyst

7/22/2021 | 10:46 AM EDT

Date

Lori Lewis

Lori N. Lewis, Program Finance Manager

7/22/2021 | 12:06 PM EDT

Date

Laura Krueger Brock

Laura Krueger Brock, Chief Financial Officer

7/22/2021 | 12:25 PM EDT

Date

Received by:

Joanne Lighter

Joanne Lighter, Chief Executive Officer

7/28/2021 | 10:53 AM EDT

Date



Financial Monitoring Report

Agency: 211 Tampa Bay Cares, Inc. (211TBC)

Program(s): Family Services Initiative (FSI)

Date of Visit: June 25, 2021

JWB Staff: Stacey Gill, Senior Program Financial Analyst; Braxton Everett, Program Financial Analyst; Tiara Bethel, Program Financial Analyst

Agency Staff: John Thomas, VP of Finance

Period Reviewed: FY2019 & FY2020

Funding/Lapse History

Program	Fiscal Year	JWB Contract Amount	Total Program Budget	% of Total Program Funding	Lapse (%)
FSI	FY2020	\$1,026,185	\$1,026,185	100.0%	5.1%
FSI	FY2019	\$1,004,079	\$1,004,079	100.0%	9.4%

The increase in funding in FY20 over the prior year can be attributed to the program receiving a cost of living adjustment (COLA). The majority of lapse in both fiscal years was caused by high turnover in positions. The agency is currently on a Corrective Action Plan (CAP) to address their ongoing turnover and retention issues. 211TBC has developed and implemented hiring and retention strategies in order to work on reducing their turnover rate.

Agency Audit

The FY20 and FY19 audits received an unmodified opinion and no internal control weaknesses were identified. In FY20 and FY19, there was a change in net assets of \$74,019 and (\$27,680) which includes depreciation of \$45,331 and \$68,231, respectively. The increase in FY20 was primarily due to nonrecurring contributions from local organizations and trusts due to COVID.

Compliance with Site Visit Request

The monitoring visit was conducted virtually relying on document uploads into SharePoint. Staff were able to provide JWB with all of the required documents to complete the visit on a timely basis.

Management of Program Funds

211 Tampa Bay Cares has a thorough Fiscal Policies and Procedures Manual which was recently updated and approved by the Board of Directors (BOD) in June 2021. The policy on fixed assets



has a \$1,000 capitalization threshold but does not address funder notification prior to disposal of an asset, if applicable. Also, the general ledger software system does not include a funder identifier on assets to assist the agency with tracking assets.

The purchasing policy requires all expenditures less than \$10,000 be approved and signed by the Chief Executive Officer (CEO). Any expenses \$10,000 or more require BOD approval, unless the expense is already outlined in the approved annual budget. \$10,000 is also the threshold for the competitive bid process which requires three written bids. The relevant program manager, the VP of Finance, the Human Resources Director, and the CEO review and score the bids that are received. The CEO selects the best bid, based on both price and quality, and presents to the BOD for final approval.

The Conflict of Interest Policy (COI) requires all staff to sign a statement at hire and Board members to sign annually.

Financial statements are presented to the Finance Committee for review and reported to the BOD on a monthly basis. The financial statement package includes an agency level budget to actual statement as well as a narrative summary of significant variances. Financial statements by program are created by the VP of Finance for internal purposes only, and in order to confirm accuracy and allowability, finance staff also reconcile against the JWB grants management system on a monthly basis. The VP of Finance reaches out to program staff when necessary to determine reasons for variances.

Timeliness of Reimbursements

FY20 FSI submitted requests timely: 12 of 12 (100%)

FY19 FSI submitted requests timely: 11 of 12 (92%)

In FY20, three reimbursements were returned. One was returned requesting excel formatted backup, one for payroll register data backup, and one at the provider's request. There were no returned reimbursements in FY19.

Reimbursement Review

A total of 10 operating expenses were pulled from reimbursement requests across various budget lines. There were no findings.

Payroll Review

The payroll verification consisted of 6 positions for the months of September 2019 and June 2020. There were no findings.



Bank Reconciliation Review

A total of four bank reconciliations were requested for review: July 2019, September 2019, June 2020 and August 2020. All four reconciliations were performed on a timely basis and signed off by the CEO.

JWB Recommendations

Management should consider importing the JWB funded budget amounts into the general software system (QuickBooks) to facilitate preparation of budget to actual program reporting.

Management should consider implementing the use of fixed asset tags especially on equipment provided to staff to better track and prevent loss of inventory.

Management should consider including funder data on all capitalized assets in QuickBooks, as well as updating the fixed asset policy to include language specifying the funder approval requirements for the disposal of an asset prior to the end of its useful life.

Management should consider including a written policy on evaluating vendor contracts upon the termination of their multi-year contracts.

Management should consider including a policy on stale checks that is in line with the Florida statutes.

Agency Response

Thank you for the continued support of our agency. We appreciate the opportunity to help serve the needs of the children of Pinellas County while maintaining fiscal accountability for the funds in which we are entrusted.

We will fully review all recommendations and intend to implement, in some form, all of these by the close of the fiscal year, September 30, 2021.

This includes:

Adding funder level budget amounts in QuickBooks starting with the next fiscal year beginning October 1, 2021.

Immediately adding funder data to all fixed assets in QuickBooks moving forward.

Developing a process and procedure to record and tag fixed assets upon purchase and subsequent deployment to staff.

Reviewing and potentially updating policies, with Board approval, for the recommendations involving fixed asset disposal, the timeliness of evaluating multi-year vendor contracts and a formal stale check policy.



Stacey Gill

Stacey Gill, Senior Program Financial Analyst

7/15/2021 | 7:00 AM EDT

Date

Lori Lewis

Lori N. Lewis, Program Finance Manager

7/15/2021 | 10:14 AM EDT

Date

Laura Krueger Brock

Laura Krueger Brock, Chief Financial Officer

7/15/2021 | 12:01 PM EDT

Date

Received by:

John Thomas

John Thomas, Vice President of Finance

7/15/2021 | 12:03 PM EDT

Date



Financial Monitoring Report

Agency: Boys and Girls Club of the Suncoast, Inc. (BGC)

Program(s): Community Out of School Time (COST)
Great Futures Middle School Academy (GFMSA)

Date of Visit: April 6, 2021

JWB Staff: Arun Lazarus, Senior Program Financial Analyst; Stacey Gill, Senior Program Financial Analyst; Braxton Everett, Program Financial Analyst; Tiara Bethel Program Financial Analyst; Lori Lewis, Program Finance Manager

Agency Staff: Mandy Burnette, Chief Operating Officer; Mark Palmer, Director of Finance

Period Reviewed: FY2019 & FY2020

Funding/Lapse History

Program	Fiscal Year	JWB Contract Amount	Total Program Budget	% of Total Program Funding	Lapse (%)
COST	FY2019	\$1,207,412	\$2,276,872	53.0%	0.0%
COST	FY2020	\$1,463,782	\$2,409,518	60.7%	1.7%
GFMSA	FY2020	\$52,677	\$52,677	100.0%	3.9%

In September 2019, BGC was awarded expansion funding as part of the Children's Literacy Instruction and Maintenance RFP in order to provide literacy services in their COST program which accounts for the increased funding. BGC was also awarded funding for their new middle school program, GFMSA at Azalea Middle School, as part of the same RFP. Lapse in both programs can be attributed to turnover and impacts related to the pandemic.

Agency Audit

The FY19 and FY20 audits received an unmodified opinion but 3 findings were identified in FY20. One material weakness in internal control over financial reporting was noted due to the agency, not recording two in-kind lease agreements, and one significant deficiency in internal control over financial reporting due to the agency treating three intentions to give as unconditional promises to give in prior periods. Finally, a significant deficiency in internal control over compliance and other matters was identified related to reporting for a major federal program. For FY19 and FY20, there was a change in net assets of (\$8,247) and (\$94,106), which includes depreciation of \$220,496 and \$219,824, respectively.



Compliance with Site Visit Request

The Monitoring was conducted virtually relying on document uploads into SharePoint. The items that were missing were quickly uploaded to SharePoint for our review. No other issues with compliance.

Management of Program Funds

BGC's Financial Policies and Procedures Manual is not current, but they are in the process of working with their auditors to update their manual. The current purchasing policy includes thresholds that require COO approval of all purchase orders \$1,000 - \$5,000 and CEO approval for those greater than \$5,000. There is not a separate bid policy included in the Financial Policies and Procedures Manual. The COO monitors programs, grant budgets and reporting, and reviews expense allocations. The Director of Finance prepares the monthly financial reports, including budget to actual variances, for the Executive and Finance Committee meetings as well as the Board of Directors' (BOD) meetings.

The procedures on expense allocation describe use of a shared cost method that is based upon the ratio of revenue in order to allocate shared costs which is evaluated monthly. Occupancy expenses are allocated based on the percentage of full-time equivalents' (FTEs) usage of space.

The fixed asset policy notes that all items with a unit cost of \$2,000 or more are capitalized. While the assets are tracked by funder, the policy does not require notification to the funder upon disposal of a fixed asset, if required.

Timeliness of Reimbursements

FY19 – COST submitted requests timely: 13 of 13

FY20 – COST submitted requests timely: 14 of 14

FY20 – GFMSA submitted requests timely: 2 of 2

In FY19 and FY20, 100% of the reimbursements for COST were submitted timely. In FY20, 100% of the reimbursements for GFMSA were submitted timely. In FY19, 3 of the 13 COST requests were returned for additional support. In FY20, 8 of the 14 COST requests were returned for additional support, unallowable expenses and expense reclassification. In FY20, 1 of 2 GFMSA requests were returned for additional support.

Reimbursement Review

A total of 20 operating expenses (10 for COST and 10 for GFMSA) across various budget lines were reviewed during the visit. A few findings were identified as a result of the reimbursement review.

Purchase requisitions and the appropriate approvals were found to be missing on four purchases required by policy. Two mileage requests were reimbursed above the IRS rate which is allowable



by JWB policy for a difference of \$1.29. Due to materiality, these findings do not result in a payback to JWB.

Payroll Review

The payroll verification consisted of nine positions: Six COST staff for pay dates in July 2019 and September 2020 and 3 GFMSA staff for pay dates in September 2020. There were no findings identified during this review.

Bank Reconciliation Review

A total of four bank reconciliations were reviewed for the months of June 2019, July 2019, June 2020 and September 2020. While all of the reconciliations were completed timely, none showed evidence of approval by the CEO and treasurer as noted in the policy. Also, policy states that checks outstanding for more than 60 days are investigated by the Director of Finance, however, several stale checks were noted during the review dating back as far as 2017.

JWB Recommendations

Management should consider updating the Financial Policies & Procedures manual to include a purchasing and invoice approval procedure. Also, management should consider implementing and documenting a procurement and/or bid policy for significant purchases.

Management should consider updating the Fixed Asset Policy to address any required notification to the funder prior to disposal of an asset as well as to address the capitalization of assets that follow funder guidelines for lower capitalization thresholds.

Management should ensure that staff have reviewed and are familiar with the JWB Financial Policies and Procedures for Funded Programs to ensure that reimbursements only include costs that are allowable and allocable to JWB.

Management should update the bank reconciliation policy and procedure to ensure that proper approvals are in place. Management should also update the stale check policy and ensure that outstanding checks are investigated timely and that Florida Statute policies and procedures are followed.

Agency Response

Management has reviewed the report and has no additional comments.



Lori Lewis

Lori N. Lewis, Program Finance Manager

7/21/2021 | 1:49 PM EDT

Date

Laura Krueger Brock

Laura Krueger Brock, Chief Financial Officer

7/21/2021 | 1:56 PM EDT

Date

Received by:

Mark Palmer

Mark Palmer, Chief Financial Officer

7/26/2021 | 4:39 AM PDT

Date



Financial Monitoring Report

Agency: City of Clearwater (COC)

Program(s): Charting the Course for Youth (CTCFY)

Date of Visit: August 5, 2021

JWB Staff: Stacey Gill, Senior Program Financial Analyst; William Bravo, Senior Program Financial Analyst; Braxton Everett, Program Financial Analyst; Tiara Bethel, Program Financial Analyst

Agency Staff: Sandra Clayton, Recreation Division Manager
Matthew Jackson, Recreation Center Manager

Period Reviewed: FY19 & FY20

Funding/Lapse History

Program	Fiscal Year	JWB Contract Amount	Total Program Budget	% of Total Program Funding	Lapse (%)
CTCFY	FY20	\$453,032	\$981,687	46.1%	7.0%
CTCFY	FY19	\$453,032	\$871,190	52.0%	15.9%

JWB funding was unchanged from FY19 to FY20. The majority of lapse in both fiscal years was caused by high turnover in positions. The agency increased their focus on requesting timely amendments to adjust their budget in FY20, thereby reducing their lapse from FY19.

Agency Audit

The FY20 audit was issued with a clean opinion, however there were two findings that resulted in a Corrective Action Plan. There was a material weakness in financial reporting and a significant deficiency in internal controls. COC's response to the findings were included in the audit reports. The Finance Department will improve the financial statement review effort and process to ensure compliance with GAAP (Generally Accepted Accounting Principles) in the future to address the financial reporting material weakness. The significant deficiency relative to federal award findings include the response that the timesheet template will be modified to insert a line for the supervisor's signature in a conspicuous place so it will not be missed in error. Both corrective action plans have been implemented and completed.



Compliance with Site Visit Request

The monitoring visit was conducted virtually relying on document uploads into SharePoint. Staff were able to provide JWB with all of the required documents to complete the visit on a timely basis.

Management of Program Funds

The COC has very thorough procurement policies. Purchasing authority is divided into three general categories, and they are governed by City of Clearwater, Code of Ordinances. Expenditures up to \$2,500 require an attempt to obtain the lowest price available, consistent with time and effort involved. Purchases between \$2,500 and \$50,000 require a minimum of three quotes. The award is made by purchase order prior to the requesting of goods or services from the vendor. If the amount exceeds \$25,000 approval by the City Manager or designee, the Purchasing Manager, is required.

Purchases over \$50,000 require a formal bid process. The Purchasing Division is responsible for this action. The City Manager has the approval authority for purchases up to \$100,000 and the City Council approves those in excess of \$100,000.

Timeliness of Reimbursements

FY20 CTCFY submitted requests timely: 8 of 12 (67%)

FY19 CTCFY submitted requests timely: 8 of 12 (67%)

In FY20, five reimbursements were returned. One was returned requesting the inclusion of expense dates, one for missing backup, and three for expense corrections. In FY19, four reimbursements were returned. Two were returned for removal of non-reimbursable expenses, and two for expense corrections.

Reimbursement Review

A total of 10 operating expenses were pulled from reimbursement requests across various budget lines. There were no findings.

Payroll Review

The payroll verification consisted of 4 positions for the months of September 2019 and June 2020. There were no findings.

JWB Recommendations

Management should consider including a program identifier in their general ledger software system for the Charting the Course for Youth program. The COC tracks the JWB funded portion of the program with the recreation center budgets. They are not tracking the total program costs, making it difficult to prepare a program statement of activities as requested by JWB.



Agency Response

Due to the nature of the COC program being embedded within an overall community recreation facility, providing precise costs for shared services such as utilities, building and vehicle maintenance, administrative support, staffing, and other “in-kind” contributions to the program are estimated percentages and unable to be accurately tracked on a general ledger or software program. Examples of how other municipal agencies have tracked such expenses have been requested of JWB but never provided. We request that this requirement be waived for the Charting the Course for Youth program.

Stacey Gill

Stacey Gill, Senior Program Financial Analyst

8/19/2021 | 8:26 AM EDT

Date

Laura Krueger Brock

Laura Krueger Brock, Chief Financial Officer

8/19/2021 | 8:57 AM EDT

Date

Received by:

Sandra Clayton

Sandra Clayton, Recreation Division Manager

8/19/2021 | 9:32 AM EDT

Date



Financial Monitoring Report

Agency: Pace Center for Girls, Inc.

Program(s): Pace Center for Girls (Pace)

Date of Visit: May 13th, 2021

JWB Staff: Tiara Bethel, Program Financial Analyst; Stacey Gill, Senior Program Financial Analyst; Arun Lazarus, Senior Program Financial Analyst; Braxton Everett, Program Financial Analyst

Agency Staff: Chantell Miles, Executive Director; Jenny Shaw, Senior Accountant

Period Reviewed: FY19 & FY20

Funding/Lapse History

Program	Fiscal Year	JWB Contract Amount	Total Program Budget	% of Total Program Funding	Lapse (%)
Pace	FY20	\$ 148,267	\$ 1,389,492	10.7%	12.2%
Pace	FY19	\$ 148,267	\$ 1,485,017	10.0%	8.5%

Funding for PACE remained unchanged in FY20. The FY20 lapse was primarily attributed to COVID-related shutdowns, while the FY19 lapse was attributed to position restructuring and vacancies.

Agency Audit

The FY20 and FY19 audits received an unmodified opinion and no internal control weaknesses were identified. For FY20 and FY19, there was a change in net assets of (\$488,849) and (\$905,888), which includes depreciation of \$1,111,087 and \$1,531,124 respectively. The agency did not participate in the Paycheck Protection Program (PPP) in FY20.

Compliance with Site Visit Request

The monitoring visit was conducted virtually, relying on document uploads into SharePoint. Staff were able to provide JWB with all of the documents required to complete the visit on a timely basis.



Management of Program Funds

Pace has a comprehensive Accounting Policies and Procedures Manual. Due to COVID-related interruptions, these policies were last reviewed in 2019; however, are anticipated to be reviewed and updated this year. The policy on fixed assets includes a capitalization threshold of \$2,500. All purchases must be approved by the Executive Director. The Executive Director may also pre-approve recurring expenses as needed. Per Pace policy, contracts may have a term of up to two years and contracts of less than \$35,000 are eligible to receive a one-time two-year renewal. After the one-time renewal, three quotes are required. Three quotes are required for contracts valued between \$10,000 and \$35,000, and for contracts with a value exceeding than \$35,000, the agency competitive bid process must be adhered. The competitive bid policy and process for the agency is managed by The Compliance and Risk Department. Part of the bid process is to submit a written Requests for Proposal (RFP), which is then then posted on the agency webpage. Once a short-list of vendors is gathered, an individual from the Compliance and Risk Department evaluates and selects a vendor using specific ranking criteria. Upon hire, Conflict of Interest statements (COI) are signed by the employees. Pace does not require employees to sign a COI, annually. It is the responsibility of staff to notify Pace of conflicts as they arise during their employment.

The agency budget to actual statement is part of the monthly financial statement package and is presented to the Board. Program financial statements are produced and reconciled on a monthly basis to ensure alignment with reimbursements. Finance staff reach out to program management when needed to ensure accuracy.

Timeliness of Reimbursements

FY20 PACE submitted requests timely: 7 of 12 (58.3%)

FY19 PACE submitted requests timely: 6 of 12 (50%)

Reimbursements for PACE were submitted on a timely basis 58.3% for FY20 and 50% for FY19. In FY20, three reimbursements were returned to update salaries and benefits. In FY19, three reimbursements were also returned for additional documentation and salary modifications.

Reimbursement Review

The reimbursement requests submitted by PACE are only inclusive of salary and benefits. Thus, no operating expenses were requested in the sample.

Payroll Review

The payroll verification consisted of 10 positions for the months of June 2019, September 2019, December 2019 and June 2020. There were two findings associated with the payroll review. The December 2019 reimbursement request for two positions included gift cards in the amounts of \$71.08 and \$71.06. In accordance with policy, JWB does not reimburse for gift cards. The result of these findings is a payback to JWB of \$142.86.



Bank Reconciliation Review

A total of four bank reconciliations were requested for review; June 2019, September 2019, June 2020, and September 2020. In accordance with agency policy, all reconciliations were signed off by the reviewer and approver. However, there was one finding related to an untimely reconciliation. The bank reconciliation for September 2020 was not signed until March 2021.

JWB Recommendations

Management should ensure that finance staff have reviewed the JWB Financial Policies and Procedures for Funded Programs, especially as it relates to allowable and unallowable expenses.

Agency Response

It was noted in the bank reconciliation review, that the September 2020 reconciliation was not signed off until March 2021. The policy is to have all monthly bank reconciliations signed once they have been reviewed. Pace has been working remotely from March of 2020 until April 2021 due to COVID-19. A new senior accountant has been hired and is ensuring that all of JWB financial policies and procedures relating to allowable and unallowable expenses will be followed.

Tiara Bethel

Tiara Bethel, Program Financial Analyst

6/25/2021 | 12:25 PM EDT

Date

Lori Lewis

Lori N. Lewis, Program Finance Manager

6/25/2021 | 12:25 PM EDT

Date

Laura Krueger Brock

Laura Krueger Brock, Chief Financial Officer

6/25/2021 | 1:40 PM EDT

Date

Received by:

Chantell Miles

Chantel Miles, Executive Director,

7/1/2021 | 11:39 AM EDT

Date



Financial Monitoring Report

Agency: The Children's Home Society of Florida (CHS)

Program(s): Early Learning Centers Support Team (ELCST)

Date of Visit: June 3rd, 2021

JWB Staff: Tiara Bethel, Program Financial Analyst; Stacey Gill, Senior Program Financial Analyst; Arun Lazarus, Senior Program Financial Analyst; Braxton Everett, Program Financial Analyst

Agency Staff: Anaïd Villaveces, Billing Analyst; Narria Robotham, Controller

Period Reviewed: FY2020

Funding/Lapse History

Program	Fiscal Year	JWB Contract Amount	Total Program Budget	% of Total Program Funding	Lapse (%)
ELCST	FY2020	\$675,000	\$820,047	82.3%	50.3%

In January of 2020, CHS was awarded the JWB Early Learning Supports Request For Proposals (RFP) for ELCST which was their first contract with JWB. The FY20 lapse was primarily due to struggles around program implementation and COVID related impacts with vacancies accounting for 49.1% of the lapse.

Agency Audit

The FY20 audit received an unmodified opinion and no internal control weaknesses were identified. For FY20, there was a change in net assets of (\$4,278,519) which includes depreciation and amortization of \$1,905,405. This also includes an excess of expenses over revenue of (\$2,443,107) that contributed to the change in net assets. The agency did not participate in the Paycheck Protection Program (PPP) in FY20.

Compliance with Site Visit Request

The monitoring visit was conducted virtually relying on document uploads into SharePoint. Staff were able to provide JWB with all of the documents required to complete the visit on a timely basis.



Management of Program Funds

CHS has a comprehensive Accounting Policies and Procedures Manual. Due to COVID related interruptions, these policies were last reviewed in 2019, however, are anticipated to be reviewed and updated later this year. The policy on fixed assets includes a capitalization threshold of \$1,000 for equipment and furnishings, and \$5,000 for buildings, renovations and repairs. All purchases must be authorized by the appropriate supervisors or directors. Purchases less than \$1,000 should use comparative pricing and purchases between \$1,000 and \$5,000 require written or verbal quotes from 3 or more vendors. Purchases between \$5,000 - \$25,000 require 3 quotes or bids, except for items purchased through a qualified purchasing group. Purchases greater than \$25,000 must have 3 competitive bids and must be budgeted and/or approved by an Executive Director or higher. Per agency policy, competitive bidding must be implemented for purchases of commodities or contractual services costing more than \$5,000. The bidding policy lists several “exceptional purchases” which may be exempt from competitive bidding requirements. Some of these exceptional purchases include emergency housing and sole source purchases. Competitive bid documentation must be maintained for 3 years. Upon hire, agency staff sign employee handbooks (guidebooks) which include a Conflict of Interest (COI) policy. Per agency policy, employee handbooks are updated annually.

The agency budget to actual statement is part of the monthly financial statement package and is presented at quarterly Board meetings. An agency sub-committee reviews financial statements monthly. Program financial statements are produced and reconciled monthly to ensure alignment with reimbursements.

Timeliness of Reimbursements

FY20 ELCST submitted requests timely: 8 of 12 (66.7%)

For FY20, eight program reimbursements were submitted timely. Five reimbursements were returned for corrections to line items and removing expenses that were not included in the approved budget.

Reimbursement Review

A total of 10 operating expenses were pulled from reimbursement requests across various budget lines. During the monitoring, it was noted that the purchasing policies do not accurately reflect the current purchasing procedures followed by agency staff. The policy states that invoices should be date stamped upon receipt and signed by an approver. Several sample items were missing date stamps and approval signatures. Since the latest revision to the agency’s purchasing policies, the agency has on-boarded a new ERP system to facilitate the electronic approval of invoices. During the visit, the electronic approval of a sample item was reviewed and confirmed.



Payroll Review

The payroll verification consisted of three positions each for June 2020 and September 2020. Several findings were identified. All positions were requested and reimbursed at 100% when the approved percentage to be charged to JWB was 84%. Upon further review, JWB found that all requests for positions were reimbursed at a rate higher than what was approved in their budget. However, staff confirmed that supplanting had not occurred as CHS had not received any of their budgeted Medicaid revenue due to issues with program implementation during FY20. Based on this information, there is no payback to JWB as a result of these findings.

Bank Reconciliation Review

A total of four bank reconciliations were requested for review: November 2019, December 2019, June 2020, and September 2020. All four reconciliations were performed on a timely basis. However, the December 2019 reconciliation was not signed off by the approver, per agency policy.

JWB Recommendations

Management should update accounting policies and procedures to reflect current processes, and review these policies annually for accuracy.

Program and finance staff should review and be familiar with the approved JWB budget to ensure the accuracy of reimbursements. Program and finance staff should also meet regularly to discuss budget to actual variances in order to request amendments in advance of deviations from the approved JWB budget.

Agency Response

JWB recommendations are duly noted. CHS Accounting Manual is scheduled for update during the new 2021/22 fiscal year and will appropriately reflect electronic invoice approval procedures and changes to other manual procedures which are now automated by our new ERP accounting and documents processing systems.

Programs Operations and Finance Teams will continue to strengthen our on-going monthly budget to actual variance review procedures to ensure matters requiring budget amendments are addressed in a timely manner.

Tiara Bethel

Tiara Bethel, Program Financial Analyst

7/16/2021 | 2:48 PM EDT

Date



Lori Lewis

Lori N. Lewis, Program Finance Manager

7/17/2021 | 6:32 PM EDT

Date

Laura Krueger Brock

Laura Krueger Brock, Chief Financial Officer

7/19/2021 | 8:56 AM EDT

Date

Received by:

Narria Robotham

Narria Robotham, Controller

7/20/2021 | 7:07 PM EDT

Date