

Juvenile Welfare Board Funded Partner Satisfaction Survey Report

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Executive Summary

The Juvenile Welfare Board (JWB) engaged Reed Community Consulting, LLC (RCC) to conduct an anonymous satisfaction survey with its funded contractual partners. The objective of this survey was to solicit feedback regarding partners' satisfaction with the services provided by JWB's operational areas administration, contracting, evaluation, and finance.

JWB partners were provided two weeks to complete the survey and return them by mail in postage-paid envelopes to RCC to maintain anonymity of respondents. Upon receipt, surveys were scanned, edited and coded to determine salient themes.

The survey response rate was 69%, considered excellent for open-ended surveys. Responses from partners ranged from Extremely Satisfied to Dissatisfied, yielding an average satisfaction rating of 4.5 out of 5.

Five themes emerged from the analysis:

1. Relationship with JWB, the agency

Many partners view JWB as a collaborative, strategic partner. More than half of partners (53%) express that they are very satisfied with their relationship with JWB, however, several partners view JWB as paternalistic and express that there has been a shift in their relationship over the past decade, with less interaction and engagement with the CEO.

2. Relationship with JWB Teams

Most agencies (84%) described their relationship with JWB Teams in positive ways, describing their teams as responsive, flexible, professional and supportive. A few organizations expressed challenging relationships with some JWB teams.

3. Need for Increased collaboration

Many partners spoke positively about their collaborative relationship with JWB and are grateful for their opportunity to partner over the years, however, some agencies do not feel they have a true partnership with JWB, citing a perceived lack of trust in some funded partners. They cite micromanagement, scrutiny, and formal, impersonal communication challenges as contributing to lack of partnership and collaboration.

4. Challenges with Processes

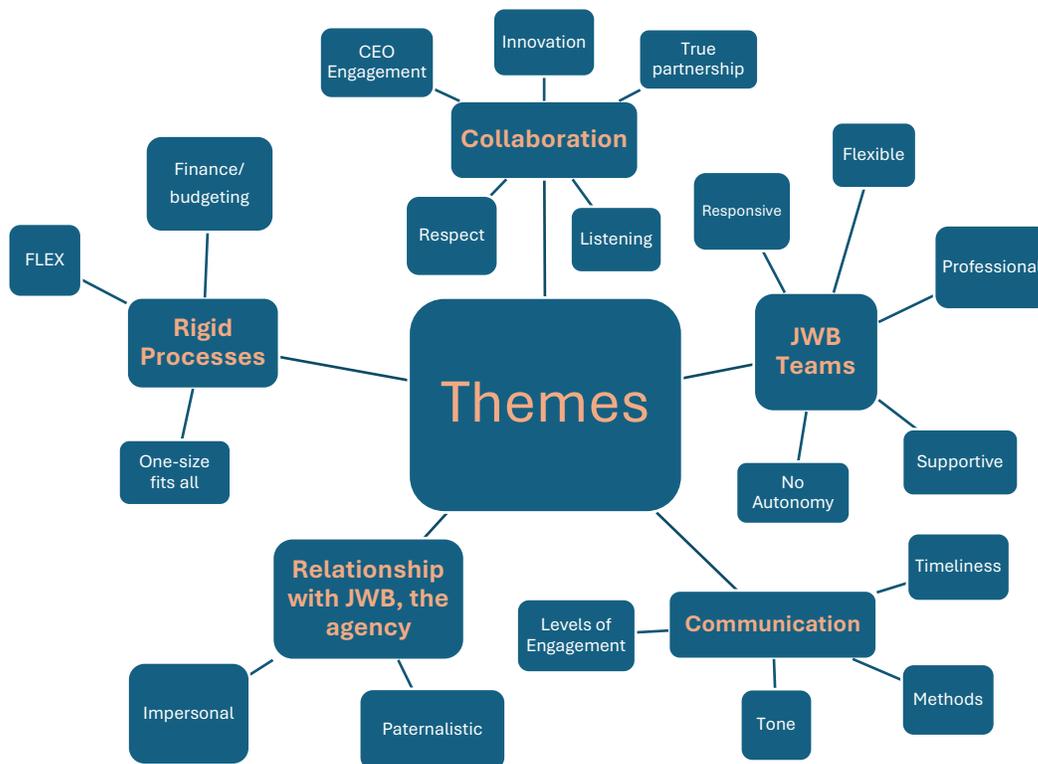
74% of partners expressed challenges with FLEX and finance/budgeting process. 37% shared that processes related to budget amendments and monitoring/oversight were rigid. Partners request more flexibility and training to enhance understanding of processes.

5. Need for Improved Communication

Communication was identified as an area of struggle by 24% of partners, with 16% including it as a top area for improvement. Specific areas for improvement include respectful communications, allowance for additional methods of communication, especially phone vs. email, improved timeliness in receiving responses from JWB teams and increased engagement with the CEO.

This thematic map illustrates the interconnected themes of collaboration, relationship with teams, relationship with JWB, and processes. It serves as a visual framework to understand how partners currently view their relationships and interactions with JWB, and areas for enhancement.

Figure 2. Thematic Map and Codes



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Introduction

Juvenile Welfare Board commissioned Reed Community Consulting, LLC to conduct a comprehensive survey aimed at better understanding the perspectives, needs, and experiences of its funded partners. The goal of this survey was to understand the level of partner satisfaction with JWB's internal operating areas - administration, contracting, finance and evaluation. By reaching out to all 55 funded partners, the survey was designed to get a full perspective on the challenges and opportunities facing the organization.

This report summarizes the key findings of the survey, highlighting major themes, notable responses, and areas requiring further attention. JWB is committed to transparency and continuous improvement, and these findings will inform their decision-making processes as they strive to fulfill their mission more effectively and strengthen its partnership. The following sections present a detailed analysis of the survey results and their implications for the organization's work going forward.

Methodology

The survey methodology was designed to ensure a thorough and reliable collection of partner experiences, following a systematic and transparent process.

Each step was carefully planned to maximize participation, provide clear communication, and maintain data integrity for analysis.

The process began with the Juvenile Welfare Board (JWB) team meeting with Reed Community Consulting, LLC (RCC) to discuss the goals of the survey and develop questions that would capture partner sentiments. After the questions were finalized, RCC created a fillable PDF form to capture survey responses (Appendix 1), and JWB provided RCC with email addresses for all 55 funded partners.

As an initial outreach, JWB CEO Mike Mikurak sent an introductory email to all partners, explaining the purpose of the survey and encouraging participation. To facilitate response, postage-paid envelopes were delivered to each partner, ensuring a convenient way to return completed surveys.

One day after the email was sent by Mr. Mikurak, RCC distributed the fillable survey via email to the CEO/Executive Director of each partner agency. Each CEO/ED was addressed personally and individually. To encourage robust participation, two reminder emails were sent at spaced intervals – five days after initial delivery and two days before the postmark deadline of September 12. RCC's contact information was provided in all communications, allowing partners to

reach out with any questions or concerns throughout the process. Email scripts are included in Appendices 2-4.

Surveys were emailed to partners on August 29, 2025. Out of an abundance of concern for anonymity of partner responses, it was decided that survey responses would be mailed in lieu of electronic responses. This would eliminate concerns about responses being tracked by email address or IP address. Partners were given two weeks to complete and return the survey postmarked by September 12, 2025. Partners completed the surveys by recording their responses, printing them out, then mailing the finished surveys to RCC using the postage paid envelopes.

There were two issues in the process:

- 5 envelopes were not delivered until Tuesday, September 9th.
- One CEO was inadvertently left off the original list. The CEO was contacted by JWB, and the survey was emailed by RCC on September 3rd. The CEO was allowed a five-day extension for the postmark deadline.

Surveys were scanned using Adobe Acrobat 2017 to create PDF documents and converted to Microsoft Word. The scanned copy was then carefully edited in Microsoft Word, ensuring clarity and conformity to the original survey.

The researchers used inductive qualitative thematic analysis to analyze the survey data as outlined by Braun and Clarke.ⁱ This involved the researchers closely examining the data to identify common themes that came up repeatedly from respondents, and includes the following steps:

1. Familiarizing themselves with the data
2. Open coding of the data
3. Generating themes
4. Validating themes across coders
5. Naming themes
6. Writing up the findings

Following this process helped the researchers to avoid confirmation bias in the analysis. Microsoft 365 Suite products were used to conduct the thematic analysis.

Responses to questions 2-4 and 7 were individually coded, then examined for overlap across questions. Overlapping codes were combined across questions to identify salient themes. Responses to questions 5 and 6 were coded to identify patterns in responses, and codes were then collapsed with questions 2-4 and 7 to further define relevant themes.

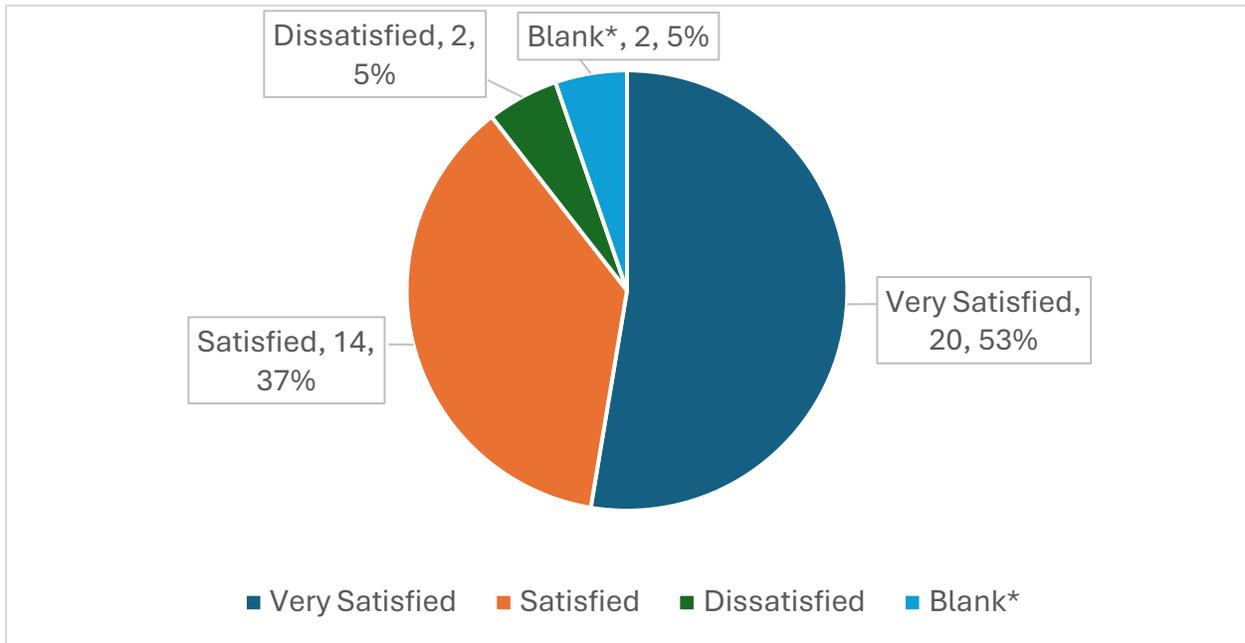
No demographic or descriptive data were collected from partners, and partners were asked not to include any identifying information in their responses to enhance anonymity.

Results

A total of 38 surveys were received by 9/23/25 and included in the analysis. This reflects a 69% response rate which is considered excellent for open-ended surveys with multiple questions.ⁱⁱ Open-ended surveys can have lower response rates than close-ended surveys due to the time, effort and thought required to answer questions, and range from 5% to 50%. The response rate of 69% provides confidence that respondents are engaged and invested in the outcome, and that the data are representative of the partners' experiences and viewpoints.

The first question in the survey asked, "Overall, how satisfied is your agency with its working relationship with JWB?" The Likert scaled responses yielded the following results:

Figure 1. Partner Satisfaction with JWB Working Relationship



*Omitted from calculation of overall satisfaction.

There were two Likert scale scores omitted from analysis. One partner did not provide a level of satisfaction, and one response was omitted because it did not align with the responses to the remaining survey questions (very dissatisfied was selected, however, partner indicated no dissatisfaction in response to any question - only extreme satisfaction was noted.) Responses from partners ranged from Extremely Satisfied to Dissatisfied, yielding an average satisfaction rating of 4.5 out of 5.

Themes

Five themes emerged from the analysis as listed below:

1. Relationship with JWB, the agency
2. Relationship with JWB Teams
3. Need for Increased collaboration
4. Challenges with Processes
5. Need for Improved Communication

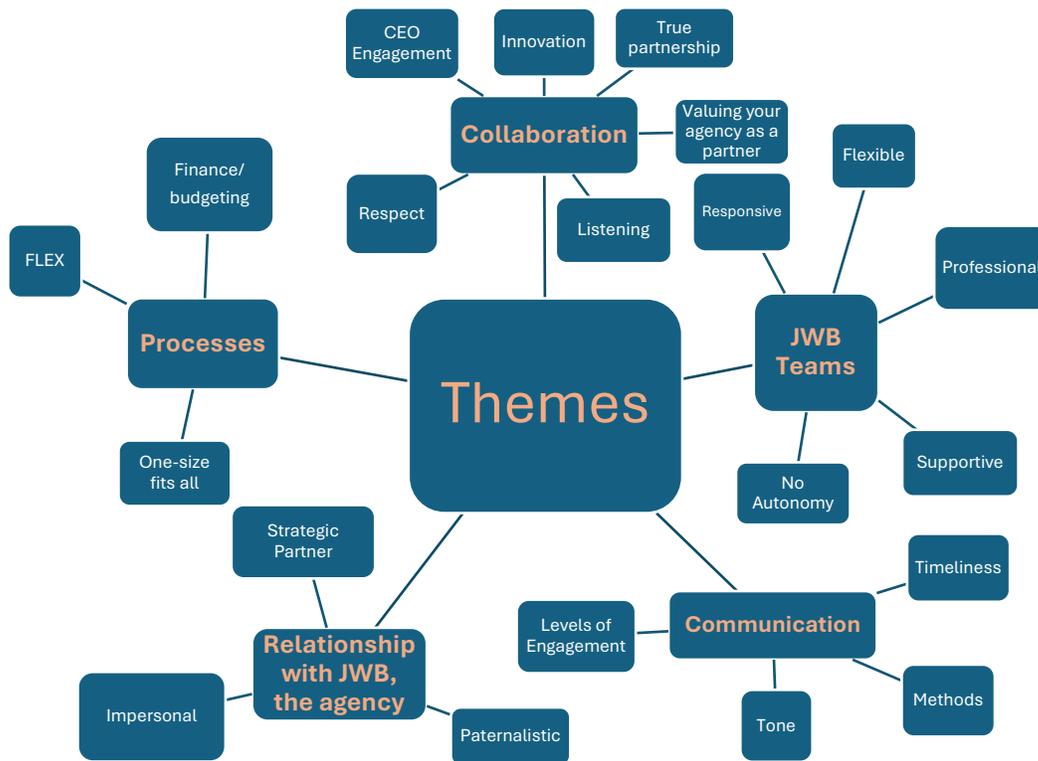
The following sections will define each theme, explore subthemes and provide specific examples and quotes from the survey responses to provide further clarity.

Where possible, quantitative data will be shared to demonstrate the frequency that statements related to each theme was shared by partners.

Thematic Map

This thematic map illustrates the interconnected themes of need for increased collaboration, relationship with teams, relationship with JWB, challenges with processes and need for improved communication. It serves as a visual framework to understand how partners currently view their relationships and interactions with JWB, and areas for enhancement.

Figure 2. Thematic Map and Codes



Although there are direct links between themes (in orange) and subthemes (in white), there are also connections between subthemes that will be described in the sections below.

Relationship with JWB, the agency

Many partners (44%) view JWB as collaborative, strategic partners. They express that JWB has been supportive of their efforts in the community, and provides clear, responsive communication. They see JWB as an important partner in

Pinellas for serving youth and families, and that JWB is well aligned with their agencies' missions, visions and values.

“Our agency has a strong and collaborative relationship with JWB. We view JWB as both a funder and a strategic partner, working alongside us to improve outcomes for children and families in our community...”

“Our relationship with the Juvenile Welfare Board is a strong and productive partnership built on a shared commitment to serving youth in our community.”

“Very professional with great collaboration. I feel JWB goals and values align very much with our organization.”

“Our agency has partnered with JWB in a collaborative and supportive capacity for years, united by a shared commitment to advancing programs and services that promote the well-being and development of children. This long-standing relationship is strengthened by open communication and constructive feedback, ensuring alignment and continuous improvement in serving the children and families throughout the community.”

More than half of partners (53%) express that they are very satisfied with their relationship with JWB, with several partners stating that their relationship with JWB is better than any other funder they have. Five partners responded that they have no areas in need of improvement.

“We have the best working relationship with the WB team when compared to other funding agencies. They are the most professional and collaborative of all funders.”

“The agency has made major changes to assist the programs under their care. The partnership is 100% better than in the past. The theme now seems to be to assist the organizations in providing quality services to the community.”

“We do not have any issues with JWB. We have a lot of funders and JWB is one of the easiest to deal with - from contracting to communications to monitorings, we are very happy with JWB.”

Several partners, however, view JWB as paternalistic and impersonal. Partners share that there has been a shift in their relationship over the past decade, with less interaction and engagement with the CEO. JWB is seen within the community as being too complex.

“I generally would like to see more engagement at the executive level with discussions on long-term goals, strategy and direction.”

“I'd love to see JWB represented in our community as a positive partner. I'm not really sure what that requires but interested to chat more about it. When you mention JWB, the first reaction is “uggh, too much complexity.””

“In the past, our agency felt seen and supported by JWB not just as a funder but as a partner invested in our mission. There was a spirit of mutual accountability, open dialogue, and shared purpose. Over time, however, the relationship has shifted toward a more transactional nature, with less focus on the human impact of our work and more emphasis on metrics and compliance.”

“Over the last decade, we have seen decreasing engagement by the JWB CEO, with the CEO of 20 years ago really knowing and understanding our strengths, to the most recently retired CEO engaging less with agency

executives and having less of a profile of engagement with funded entities. I am concerned that this trend continues with the next CEO and they become even more disconnected from the funded agencies and executives... Providing funding is needed and a great thing, but funding alone does not a true partnership make. We want to know that the CEO and the JWB leadership team knows our work.”

Partners also feel that JWB has not been reflective and requires much more of their funded partners than they do of themselves.

“It appears JWB has not done a 360 review of how their rules and regulations affect the funded agencies to see where process improvement is necessary.”

“JWB does not hold itself to the same standards it expects of its funded partners. This perceived double standard undermines trust and creates a sense of inequity across the system. For example, agencies with a lapse of over 10% are denied Cost of Living Adjustments (COLA) in the following fiscal year – yet JWB itself reported an 11% lapse and still issued COLA increases for executive leadership and staff. This inconsistency sends a message that the rules are not applied equally.”

Relationship with JWB Teams

Partners often differentiated their relationship with JWB, the agency, from JWB Teams. Most partners, 84%, described their relationship with JWB Teams in positive ways, describing their teams as responsive, flexible, professional and

supportive. Many partners express that they have a productive, even enjoyable working relationship with their teams.

“Personal relationships between JWB contract staff and our organization are positive and enjoyable...”

“Communication is open and consistent, and we work together to address challenges and meet program goals. Their team has been responsive and supportive, which allows us to maintain a positive and productive partnership.”

“Overall, our agency is satisfied with our working relationship with JWB program staff: Staff are consistently described as friendly, helpful, and responsive when questions arise.”

A few partners (16%) expressed challenging, unsupportive relationships with some teams, emphasizing that differences occur across programs, and that the relationship sometimes depended on the fit of the team for the program.

“We have found our experienced teams to be excellent at supporting the organization and monitoring program activities very collaboratively. We have also found that goodness of fit for program teams is incredibly important and not all teams are a good match for our programs.”

“This varies by program: Program 1: The relationship has been consistently strong. Stable program managers have made a big difference, providing reliable support and guidance. Program 2: The relationship has been weaker, primarily due to frequent turnover of program managers and a prolonged period when no manager was assigned. This lack of stability made collaboration and program improvement more difficult. Program 3: Unfortunately, our experience here was poor.”

Partners felt that their teams lacked autonomy (16%) and were unable to make decisions without consulting upper management. They felt that this impacted timeliness and often stifled progress on issues as well as their direct work with the communities they serve.

“...there has been a noticeable shift in JWB's internal structure, resulting in a highly centralized and top-heavy decision-making process. Staff who previously had the authority to make timely, informed decisions in collaboration with agency partners have now been stripped of that autonomy. For example, the JWB staff member assigned to our agency once had the ability to engage in direct conversations and quickly move initiatives forward. Today, that same staff member must escalate nearly all decisions through multiple layers of internal review – sometimes involving 4 - 5 JWB staff and 3 FCD representatives during quarterly meetings – before any action can be taken. This creates unnecessary delays, inhibits responsiveness, and diverts time away from program delivery and community impact. Restoring appropriate decision-making authority to frontline JWB staff would foster more efficient workflows, strengthen trust, and allow both JWB and us to better serve.”

Need for Increased Collaboration

Coding for questions regarding agency relationships and areas of struggle revealed deep overlap between collaboration, valuing agencies as partners, respect, listening, innovation and communication. Many partners spoke positively about

their collaborative relationship with JWB and were grateful for their ability to partner over the years.

“Our agency's relationship with JWB is a true partnership with aligned goals to best serve the youth and families of Pinellas County. They are thoughtful and thorough in their support, collaborating with our teams to ensure methodology and budgets are being followed. JWB provides regular updates on available trainings for our staff as well as additional supportive service opportunities for our families.”

“The staff is great-always approachable, responsive, and supportive. They consistently provide guidance when needed and are available to help us navigate challenges or clarify expectations. Their partnership has been instrumental in helping us meet our goals and serve our community effectively.”

“Our agency has a strong, respectful, and collaborative relationship with the program staff from JWB. The partnership is characterized by mutual respect and close collaboration on various projects.”

Jointly, these areas (collaboration, valuing agencies as partners, respect, listening, innovation and communication) were described as areas of struggle for 32% of partners. Partners felt that they were treated as partners in the past, however, today there is much less collaboration. Partners do not feel there is a true partnership with JWB, but that there is a lack of trust in funded agencies. They cite micromanagement, scrutiny, and more formal, impersonal communication challenges as contributing to a lack of partnership and collaboration.

“Feeling like a valued partner is important to produce the best possible outcomes. The balance between control and support often feels askew with JWB. We do not often feel valued as a partner. More positive communication including more supportive communication is vital in creating a sense of partnership that honors organizational strengths, knowledge, and capacities.”

“The current relationship dynamic between JWB and this agency is a top-down, punitive, and adversarial rather than collaborative. This agency has experienced a “gotcha” culture – one in which we are scrutinized and penalized rather than supported or guided. This creates an “us vs. them” atmosphere, where agency expertise is often dismissed or overshadowed by the belief that JWB administration and staff know best.”

“In the past, JWB felt like a true partner in the work. The tone lately has been more formal, and at times punitive. We hope that moving forward JWB is able to maintain the great partnership it had built with funded agencies and be less of a “checking the box” funder.”

“Listen to understand, not to defend. It is frustrating knowing JWB has the upper hand in any discussion. The big picture is way more important than the monetary support JWB provides.”

Partners also want to be valued for their expertise and their ability to contribute to solutions for the issues the communities face and in their programs.

“Agencies bring a wealth of frontline knowledge, cultural insight, and community trust. These contributions deserve acknowledgment, even in moments where metrics may fall short. Recognizing effort, innovation, and resilience fosters a climate where agencies are more likely to thrive-and where JWB's Investment yields long-term returns.”

“JWB has a long history of collaboration in real time. While JWB played a critical role in COVID by organizing the big system players, there was little role or call for input from the general group of funded providers, as far as I could tell. This was a pity, as some of us have worked in Pinellas County for decades in numerous capacities and could have been a resource group.”

“There's room to strengthen co-creation and shared ownership of programs. Involving providers earlier in the design or revision of processes could result in more effective and realistic implementation at the agency level.”

“We believe that JWB could allow more flexibility [for] our agency. We often feel that JWB makes decisions that we should be making on documenting relevant data points, TSL's and program success. More trust in agencies would facilitate more honest relationships that support our already difficult work of meeting the needs of children and families in our community.”

The desire for more increased collaboration extends beyond the funded partners to the community at large. Partners feel that JWB is

uniquely positioned to shepherd this level of collaboration for the enhancement of community services.

“...not a struggle however, when convening community forums, meetings, and collaboratives the JWB funded programs are overrepresented. We need to find a way to bring new programs, non-traditional partners to the table to address more completely our community needs. It would be beneficial to have new perspectives.”

Further, partners feel that some partners are treated differently.

“The JWB teams have favorites and treat the agencies subjectively.”

“Our relationship with JWB is positive and productive. However, we've noticed some inconsistencies in how different providers or partners are treated, which can affect collaboration. Addressing these differences would strengthen our collective impact on the community.”

“Our team has observed a pattern of inconsistency in how agencies are treated-some are met with understanding and flexibility, while others are held to rigid standards under similar conditions. This perception can undermine trust and cause partners to question the fairness of the system.”

Processes

Three quarters of partners (74%) indicated struggle with FLEX and data upload process; however, many indicated that processes were improving. Many partners

cited that additional, program-specific training, a training manual, and timely updates on changes in requirements involving FLEX would help ease the struggle.

“The primary area we see for improvement is the Flex Methodology process. More detailed guidance would help ensure accuracy and timeliness. In addition, the Flex system does not easily support collaboration during preparation, which makes the submission process more challenging.”

“FLEX is not overly user-friendly. Additional training for agencies would be helpful and potentially a user manual for those functions used frequently by partner agencies.”

“The transition to new systems are never easy. The training for FLEX would have been more helpful if it was program specific and one on one with evaluators and contract managers. The Townhouse are informative but not conducive to real grasping the intricacies of the system.”

“Additionally, we’ve struggled with the inconsistency of required data. While our team has adapted by learning the systems and proactively entering information, changing requirements between submissions—such as for race, income, or other procedural needs—makes it difficult to ensure accuracy and compliance. Given that JWB already collects student information across the funded programs, we believe there’s a valuable opportunity for greater data sharing between partners who serve the same participants.”

“...the organization has changed data systems three times. Each transition has occurred without beta testing or meaningful Involvement from funded agencies – the primary end users of these systems. As a result, new systems have routinely launched with critical issues, including the inability to run necessary reports, collect key data fields, or even save submitted agency data properly. These repeated failures not only create administrative burden, but also erode confidence in JWB's infrastructure planning and commitment to collaborative

problem-solving. Agencies are left to retrofit their processes around systems that were not designed with their operational realities in mind.”

More than one third of partners (37%) indicated that JWB’s processes were rigid. Processes related to finance and budgeting, and budget amendments were cited as areas for improvement. Partners also indicated that there is a one-size-fits-all approach to requirements that may not fit all agencies due to size, experience or programming. Some partners feel that requirements are built for the least experienced agencies, creating overwhelm and unnecessary work for larger agencies with more complicated infrastructure.

“The JWB teams measure all agencies by the same metrics despite the budget, staff size, number of transactions, etc.”

“The budgeting and reimbursement process is unnecessarily complex for a larger organization. The system seems designed for smaller agencies with primarily salaried staff, not for larger organizations with hundreds of hourly employees. Normal business realities such as overtime, turnover, and position vacancies make it difficult to align with JWB's current budgeting model.”

“We also encourage JWB to allow more flexibility in how mandatory information is collected to better align with our enrollment processes and reduce the burden on families.”

“JWB’s current budgets review process sometimes leads to repeated back and forth on the same submissions,

even after corrections are made. This can create inefficiencies and delays in decision making, while also reducing confidence in the process. Adopting a more streamlined and consistent approach to reviewing budgets and amendments could help minimize redundancy and improve overall effectiveness.”

Partners also feel that finance and budgeting processes are onerous and tedious and do not align practically with business operations. For example, budget amendments were required for changes in position names and staff turnovers. Partners explain that budget amendments are administratively burdensome and often require rework. Partners request that budgets follow positions, not individuals due to turnovers to reduce the need for budget amendments.

“Reduce unnecessary administrative burdens, such as budgeting by individual position/person, which creates challenges when turnover occurs. Establish a clear, transparent process for reviewing and responding to requests for additional funding tied to program expansion or community needs. Improve consistency and clarity in budgeting guidance to prevent repeated rework and delays.”

“We would like to see JWB have a more of a streamlined process when it comes to budgets, budget amendments, and reimbursements. The current process is tedious. Having both the finance and program consultants reviewing these three processes creates back and forth and sometimes the same questions being asked I answered several times.”

Partners also request that budgets have more flexibility for partners to reallocate dollars between categories without complicated amendments.

“As it relates to spending of all awarded dollars, I would prefer for JWB to look at salaries in total Instead of each individual position now that we are past the additional funding dollars related to workforce stabilization. This would allow for possible overages and shortages with a zero net effect to total awarded personnel dollars. I would also propose that JWB allow reallocation of awarded dollars between categories without a budget amendment if below 10% especially if an agency has been a partner of JWB for 5+ years and there has been no significant financial deficiencies identified by JWB.”

Allow opportunity to recoup lapsed funding, especially when future services targets remain based on past funding levels, and funding lapses were due to position vacancies.

“Revisiting the policy on recouping funds for lapsed years. Recouping funds for past performance from future years when the program is fully functioning results in the contraction of services from targeted goals.”

“The process for determining the upcoming year's fiscal allocation after a lapse felt arbitrary and not based on an analytical approach. The determination of the amount of allocation reduction for FY26 was based on lapse in FY24 without consideration of changes implemented and improvements made in FY25. Timing of the allocation process obviously influenced the method, but there was no room for revision after the budget allocation was made.”

Additional recommendations were to reduce the level of detail, such as explanations, calculations and invoice notes required on budget amendments and to create documentation outlining allowable costs.

“The financial budget approval process is tedious and too focused on minor issues. Too much emphasis is placed on wording and written explanations of variances, budgets and amendments are returned for what is perceived to be minor issues.”

The level of oversight is a concern, and partners request a reduction in the number of check-ins from quarterly to perhaps, annually.

“recommend an audit of grant management and oversight compared to similar grant makers in Pinellas and surrounding areas. Fiscal, programmatic, managerial, and organizational oversight should be combined into one function and limited to 1-2 times per year.”

“Please -not so granular, make budget amendments easier, and less than quarterly monitoring. JWB staff seem to have all the time in the world to chat, while our

staff are all trying to figure out how to get the time back for our services. Also keep in mind, this requires the time of our entire leadership team and then everything we take the time to discuss has to then be rolled up to JWB Leadership team, only to be rolled back down and back and forth and back and forth, You get an audit once a year for a reason!"

Communication

The final theme identified, communication, was identified as an area of struggle by 24% of partners, with 16% including it as a top area for improvement. Specific areas for improvement include respectful communications, allowance for additional methods of communication, especially phone vs. email, improved timeliness in receiving responses from JWB teams, and increased engagement with the CEO.

"Communication is sometimes one-sided, with JWB giving directives and making many requests without engagement in two-way communication. We believe that JWB is supportive of our services, our work, and our programs but that they lack trust in our ability to manage our programs in alignment with our common goals of meeting the needs in our community."

"While we recognize that JWB staff do not always have to be immediately available, there are times when being able to make a quick call for clarification would be extremely helpful. The evaluation and contract teams have been more accessible for these types of quick questions, and that accessibility has made a difference."

Although these finance questions do not arise frequently—certainly not monthly or even quarterly—when they do, it can be challenging to get timely answers, especially since responsiveness is a factor in our monitoring. Having occasional direct access for clarification would help ensure we remain both accurate and timely in meeting expectations.”

“Introducing new document formatting, data systems, and manuals in a timely manner. Example: giving staff time to learn the new format and requirements, prior to the week before the deadline.”

“any new program requirements or expectations should be clearly communicated in advance to ensure efficiency and provider understanding”

Communication was identified as a significant factor in achieving a true partnership, closely aligned with collaboration and transparency. It was also noted that communication feels top-down, and that partners desire more communication with board members and the CEO.

“We recommend that JWB adopt a more proactive and consistent approach to communication. This includes advance notice about significant changes, timely responses to agency inquiries, and clear, jargon-free language when conveying decisions. Open lines of dialogue especially during critical junctures are vital to maintaining agency morale and alignment.”

“We may suggest additional opportunities to have face-to-face meetings with JWB leadership, perhaps even in a focus group setting. This would facilitate communication and allow for a deeper understanding of how to ensure

collective impact. Enhancing 2-way communication would be beneficial to collaboration.”

“I would like to see more in-person, high-level meetings with the CEO and funded agency executives”

Comments regarding tone of communication indicated that communication was sometimes ‘poor’ or ‘abusive’ although this was shared by only two partners.

“communication via email from the finance department is often poor. The tone tends to be negative and at times insensitive.”

“The program manager assigned ... was not supportive and often undermined our work. His approach was overly academic, unrealistic for the program, and his interactions with staff were at times inappropriate and abusive.”

Areas of Struggle

Question 5 on the survey asked partners to identify areas where they have experienced of struggle with JWB. Descriptions of these areas of struggle were coded and incorporated into the themes; however, the tabulation of these areas are included below for thoroughness.

Area of Struggle	Count of partners indicating	Identified as top area for improvement
None	5	8
Communication	9	6
Transparency	6	5
Timeliness	9	3
Accessibility	5	1
Contract monitoring	8	5
Valuing your agency as a partner	12	5
Respect	7	1
Collaboration	8	5
Effectiveness	7	3
Listening	5	2
Data systems (e.g., FLEX, upload processes, etc.)	20	16
Responsiveness	2	1
Innovation	5	6*
Fairness	3	1
Other	3	0

*Some issues identified as top areas for improvement were not identified by the same agencies as areas of struggle. Therefore, some counts are greater than expected.

The range of the number of issues identified by an individual partner as areas of struggle was 0-10. The range of the number of issues identified by an individual partner as top areas for improvement was 0-3.

Discussion

Partners are generally satisfied with their relationship with JWB, and many are appreciative of the role JWB serves in the community; However, there is a segment of funded partners who have experienced moderate to significant struggle. As no demographic or descriptive data were collected from partners, and partners were asked not to include any identifying information in their responses to enhance anonymity, it is not possible to determine the characteristics of the agencies who are experiencing such significant struggle. This is a limitation of this analysis. Given the range of struggles experienced by partners -- some stating they were extremely satisfied and had no struggles, some having several struggles -- and some feeling there was differential treatment across agencies, some descriptive data may have been illuminating. However, collecting these data may have reduced anonymity if there was any pattern to dissatisfaction, such as by population served, cultural differences, size or structure of organization, or performance.

Although 14 areas of struggle were included in the survey, several areas were determined to be closely aligned, especially relative to the theme Collaboration. Responses and examples provided for respect, transparency, valuing your agency

as a partner, collaboration, and listening emerged as a single theme suggesting that enhancements in each of these areas will contribute to improved collaboration between funded partners and JWB.

Overlap between themes also suggests that working on one area will enhance another. Examples include engagement with the CEO leading to a greater feeling of collaboration; and enhancements in process with the involvement of partners leading to less rigidity and an increased sense of collaboration and partnership.

In closing, partners consistently referred to their mission of caring for youth and families as the focus for suggested improvements as demonstrated in the following quotes:

“JWB is an inspiration... Preserving this critical funding, focusing it on the needs of children as expressed by the community to the current grantees...and highlighting stories of success and impact will demonstrate the importance of caring for youth and stabilizing families for everyone living in Pinellas... We should convene more, collaborate more, lean on each other more, and innovate the best new ways to meet our students and parents where they are - never making them seek us out. We remain a partner to JWB and are invested in our combined success. We value JWB leadership and support - without which, we would not be able to achieve our mission.”

“The visionary leadership of JWB has intercepted the needs of Pinellas County children and families in each era

while building the capacity of our county's nonprofit sector. We are now in an unprecedented moment that has pushed many families into crisis for the most basic needs of housing, food, and healthcare... JWB can provide leadership at the system level AND through involvement of the funded programs ... if you invite us in."

Acknowledgements

Reed Community Consulting, LLC would like to thank the Juvenile Welfare Board and all of its funded partners for entrusting this survey process and your responses to our firm. We greatly respect the sensitive nature of this survey and endeavored to analyze and interpret all responses appropriately, fairly and accurately.

Appendix 1. Funded Partner Survey



JUVENILE WELFARE BOARD
FUNDED PARTNER SATISFACTION SURVEY

The Juvenile Welfare Board has engaged Reed Community Consulting, LLC to conduct an anonymous satisfaction survey with its funded contractual partners. The objective of this survey is to solicit feedback regarding your agency's satisfaction with the services provided by JWB's operational areas. When responding to each question, please reflect on your agency's interactions and experiences with JWB's administration, contracting, evaluation, and finance areas.

We also encourage you to collaborate with your staff who interact with JWB's various operational areas, incorporating their feedback into your responses to ensure they are comprehensive. We ask that the agency's top leadership complete the survey and that you return only **one survey per agency**.

All of your responses will remain anonymous. Please do not share any identifying details about your agency or your staff.

The estimated time to complete this survey is 30 minutes. We appreciate your time and commitment in sharing valuable feedback, which will be used to enhance JWB's services and strengthen its partnerships.



JUVENILE WELFARE BOARD
FUNDED PARTNER SATISFACTION SURVEY

1. Overall, how satisfied is your agency with its working relationship with JWB?

Very Satisfied

Satisfied

Neither Satisfied
nor Dissatisfied

Dissatisfied

Very Dissatisfied

2. How would you describe your agency's relationship with JWB? Please be specific.

3. How would you describe your agency's working relationship with your assigned JWB team and management? Please be specific.

4. Is there anything your agency would like to see JWB do differently? Please be specific.



JUVENILE WELFARE BOARD
FUNDED PARTNER SATISFACTION SURVEY

5. In what practices/processes/activities has your agency experienced struggle with JWB? (Select all that apply.) Please share specific examples of any response selected.

<input type="checkbox"/>	Communication:
<input type="checkbox"/>	Transparency:
<input type="checkbox"/>	Timeliness:
<input type="checkbox"/>	Accessibility:
<input type="checkbox"/>	Contract Monitoring:
<input type="checkbox"/>	Valuing your agency as a partner:
<input type="checkbox"/>	Respect:
<input type="checkbox"/>	Collaboration:
<input type="checkbox"/>	Effectiveness:
<input type="checkbox"/>	Listening:
<input type="checkbox"/>	Data Systems (e.g., FLEX, Direct data upload processes, etc.):
<input type="checkbox"/>	Responsiveness:
<input type="checkbox"/>	Innovation:
<input type="checkbox"/>	Fairness:
<input type="checkbox"/>	Other (please specify):

JUVENILE WELFARE BOARD
FUNDED PARTNER SATISFACTION SURVEY

6. Select three areas from Question #5 that are most in need of improvement by JWB and/or your agency's assigned JWB team. Please specify what improvements are needed.

1.

2.

3.

7. Is there anything else your agency would like to share about its experience with JWB?

Thank you for your time. Please print this survey and return it by postal mail in the envelope delivered to your agency addressed to:



Reed Community Consulting, LLC
5004 E. Fowler Ave., Suite C301
Tampa, FL 33617

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Appendix 2. Email Script #1 from RCC

Subject: JWB Funded Partner Satisfaction Survey

Good Day Mr/Ms. _____,

The Juvenile Welfare Board has engaged Reed Community Consulting, LLC, to conduct an anonymous satisfaction survey with its funded contractual partners. The objective of this survey is to solicit specific, honest, and anonymous feedback regarding your agency's experiences and satisfaction with the services provided by JWB's operational areas. By now, you should have received correspondence from JWB Interim CEO Michael Mikurak and a manilla envelope with pre-paid postage addressed to Reed Community Consulting to return your survey response.

Your survey responses will be aggregated with all funded partner responses and analyzed qualitatively to understand your experiences, and how JWB can strengthen its partner relationships. We are honored to be entrusted with your responses and can ensure complete confidentiality of all information shared.

If you have any issues accessing or completing the survey, please call Zuri Moultrie at 727-380-5133, or email us at info@reedcommunityconsulting.org.

We appreciate your time and commitment to sharing valuable feedback which will be used to enhance JWB's services and strengthen its partnerships.

Thank you,

Appendix 3. First Follow up Email 9/2/25

Subject: JWB Funded Partner Satisfaction Survey: 1st Reminder

Good Afternoon,

Thank you for your attention to the email delivered Friday, Aug 30, 2025 with the **JWB Funded Partner Satisfaction Survey** attached. We value the feedback you will share, and look forward to analyzing your responses regarding your agency's experience with JWB. Again, your responses will remain anonymous, so please share openly and honestly.

After you have completed the survey, please print it out and return it in the postage-paid envelope that was delivered to your office last week addressed to:

Reed Community Consulting, LLC
5004 E. Fowler Ave., Suite C301
Tampa, FL 33617

Please **postmark** your agency's survey **by September 12, 2025**. If you have any questions about the survey, or if you did not receive it, please contact Zuri Moultrie at 727-380-5133, or email us at info@reedcommunityconsulting.org.

Best Regards,

Appendix 4. Second Follow up Email 9/10/25

Subject: JWB Funded Partner Satisfaction Survey: 2nd Reminder

Good Morning,

Please accept this friendly reminder to return your JWB Funded Partner Satisfaction Survey postmarked by this Friday, September 12th.

We value the feedback you will share regarding your agency's experience with JWB. Again, your responses will remain anonymous, so please share openly and honestly.

If you have not already completed the survey, you may download it to your computer and type directly into the fillable fields. Then, print it out and return it in the postage-paid envelope that was delivered to your office addressed to:

Reed Community Consulting, LLC
5004 E. Fowler Ave., Suite C301
Tampa, FL 33617

If you have any questions about the survey, please contact Zuri Moultrie at 727-380-5133, or email us at info@reedcommunityconsulting.org.

Best Regards,

Dr. Stephanie Z. Reed, CEO
Reed Community Consulting, LLC

ⁱ V. Braun, V. Clarke. Using Thematic Analysis in Psychology. *Qual. Res. Psychol.*, 3(3) (2006), pp. 77-101.

ⁱⁱ Survey Research Response Rates. University of Connecticut, NEAG School of Education. Researchbasics.education.uconn.edu. Accessed 9/28/25.