

PALM BEACH COUNTY, FLORIDA  
Citizens Advisory Committee on Health and Human Services  
Meeting Date – March 12, 2009  
Community Services Department – Basement Conference Room

**“Regular Committee Meeting”**  
MINUTES

**CAC Members Present:**

Dr. Richard Galeta (Chair)  
Barbara Jacobowitz (1<sup>st</sup> Vice-Chair)  
Thomas Arnedos (2<sup>nd</sup> Vice-Chair)  
Sandra Chamblee  
Dr. Barbara Cox Gerlock  
Col. Michael Gauger  
Jill Hanson  
Elizabeth Hernandez Cayson  
Nate Nichols  
Dr. Cynthia Smith  
Debby Walters

**Ex-Officio Members Present:**

Brenda Gail Oakes  
Houston Tate

**Absent Ex-Officio Members:**

Edward Holloway  
Lt. Mike Kirschner

**Others Present:**

Jon Van Arnam  
Tammy Fields  
Renee Constantino  
Claudia Tuck  
Dr. Roland Williams  
Sharon O’Neill  
Lorenzo Taylor  
David Rafaidus  
Linda Gordon  
Dr. Karen Dodge, Palm Beach  
County Dept. of Health  
Fred Eisinger, Seagull Industries  
for the Disabled  
Karis Engle, Glades Initiative  
Diane Williams, El Sol

**Agenda Items**

**1. CALL TO ORDER**

A. Roll Call – Linda Gordon – 9:38 a.m.

B. Introduction of Guests

C. Disclosures

- None

D. Staff Information Updates

- **David Rafaidus** - He attended a recent Countywide Community Revitalization Team (CCRT) meeting. He will be doing a presentation about the services and financial assistance programs available through the Palm Beach County Community Services Department.
- **Houston Tate** – Also discussed at the CCRT meeting was Pelican Village, which was once a labor camp that developed into a residential area. Recently, the new owners of

the property have allowed sexual predators released from prison to move into Pelican Village. The new owners asked all families with children younger than 18 years to move out within two (2) weeks. Houston stated that he is very proud of all of those who partnered with CCRT to help with the situation. Many of the families have been moved out (and some are suing). Glades residents were very appreciative of the County group effort to show how the residents could be helped.

Houston also reiterated that people in the Glades want a person they can talk to about services available without having to drive over to West Palm Beach to do that. CCRT is working on developing neighborhood associations and he thinks that is going to be the key to accessing funding and empowering the residents

- **Tammy Fields** – She heard about the Pelican Village issue when it first came up from the Fair Housing perspective. It took one e-mail to Houston Tate to start getting things coordinated. She was very impressed; it was a major coordination effort with many departments coming together very quickly.
- **Jon Van Arnam** – The Community Action Program (CAP) is in the process of being significantly revamped and re-organized. He suggested that Dr. Roland Williams, as Interim Coordinator, do a presentation to the CAC.

E. Chair Comments

- **Richard Galeta** – He’s unhappy to hear that Dr. Jean Malecki is leaving as Director of the County’s Health Department. He wished her and her husband all the best.

2. **AGENDA APPROVAL**

A. Additions, Deletions, Substitutions

- None

B. Adoption

- *Elizabeth Hernandez Cayson – Motion to Approve and Adopt the Agenda*
- *Dr. Cynthia Smith – Seconded the Motion.*
- *No Discussion*
- *The Motion to Approve and Adopt the Agenda passed unanimously.*

3. **REGULAR BUSINESS (Action Items)**

**AGENDA ITEM 3A: Adoption of CAC Regular Committee Meeting Minutes for January 8, 2009.**

- *Barbara Jacobowitz – Motion to Approve and Adopt the CAC Regular Committee Meeting Minutes of January 8, 2009.*
- *Sandra Chamblee – Seconded the Motion.*
- *No Discussion*
- *The Motion to Approve and Adopt the CAC Regular Committee Meeting Minutes of January 8, 2009 passed unanimously.*

**AGENDA ITEM 3B:    **Consideration of Proposed CAC/HHS Service Category Matrix and Report Format presented by Jon Van Arnam and David Rafaidus****

**Introduction by David Rafaidus of the Proposed CAC/HHS Service Category Matrix:**

Based upon what happened at the last CAC meeting, it was determined that the Matrix was applicable to what the CAC is doing, but it still needed refinement. He and Jon Van Arnam got together and codified what you now see on today's draft Matrix. In prior years, the CAC struggled with the Purpose and the Methodology of the Matrix. This Matrix uses not just the perspective of the Financially Assisted Agencies (FAAs), but also other service providers, other funders and services offered. The Matrix will be a tool to do some strategic planning toward updating the Element.

**Presentation by Jon Van Arnam of the Proposed CAC/HHS Service Category Matrix and the Report Format:**

The Matrix is the framework for tracking, reporting and guiding the work of the Citizens Advisory Committee (CAC). An important part of the Matrix is that it is intended to be a living document that is maintained and updated throughout the year. If the Matrix is successfully maintained, then producing the Annual Report to the Board of County Commissioners (BCC) will not be a major task.

A key part is that the Matrix is the 'quick look' and reference document. The Matrix will show: What principal service categories the County is working within and what they mean; what the goals and performance measures are; and what types of funding are being generally provided in those service categories. The Matrix will allow comparison to State and national measures using the red/amber/green light approach.

Using homelessness as an example, there is a 10-year plan to end homelessness in Palm Beach County. The Financially Assisted Agencies (FAA) program and other non-FAA funders provide monies to agencies serving the homeless. There is certainly more detail about homelessness than could be put on the Matrix. What is being proposed is a narrative for each Service Category that goes along with the Matrix. The narrative and details will comprise the Health and Human Services Planning Report.

The Planning Report will also explain each of the headings on the Matrix and how they are intended to be used. For example, the heading of "Funding" is not meant to represent every dollar that is being spent in the Service Categories, but to capture the major dollars that are going into the different Service Categories and where the dollars are coming from.

"Service Delivery" will capture the kinds of services delivered. Using homelessness as an example, emergency shelter, intake, counseling, housing placement and so on are provided. We are going to try to capture generally what the general service delivery strategies are that help to reach the performance measures and outcomes.

"Indicator Standing" will include up front language that will explain the indicators. This is still a work-in-progress. Some of that has been worked on through the subcommittees.

The next column of “Objectives/Goals” would briefly try to capture what goals have been established. If goals are already established for the Service Categories, those goals and their source will be identified on the Matrix. If goals need to be set, then those agencies that are stakeholders in particular Service Categories can be brought in to determine the Goals in those areas. We’re going to bring into the process those agencies that are already working in the Service Category areas and ask for their help to fill out the Matrix. The County will use the Matrix and the Planning Report to help determine FAA funding priorities.

We would also be looking to see if there are “Key Performance Measures” within existing programs and to capture those briefly. The Matrix will also be linked to Health People 2020.

The principal “Data Sources” being used to track performance under the different Service Categories will be looked at. To the extent that we can make Data Sources consistent with things that are happening statewide and nationally, that will help us determine how we are doing in comparison to other areas of the state or the country.

The “Funding Summary” section of the Matrix is a work-in-progress. The intent is to have a snapshot of the major sources providing funding annually for the Service Categories.

As to the “Service Delivery Features” we are going to try to see some of the key ways we are delivering services in each of the Service Categories.

Finally, the “Indicator Standing” is the red/amber/green light approach.

There is a website that is the State of Florida’s ‘report card’. The website is called “Florida Performs” ([www.floridaperforms.com](http://www.floridaperforms.com)). Florida Performs has a “Scorecard at a Glance” which is broken down by categories. Each category has a goal briefly stated and subcategories (See Attachments ‘A’ and ‘B’). The CAC and staff may want to look at how the Florida Performs information is presented because it is easy to read. How we format the specific descriptions is open and we still have some work to do on that.

Referring to the Table of Contents for the CAC/HHS Planning Report, Chapter I is the full list of the Service Categories which were previously categorized by Primary Focus Areas and Secondary Focus Areas. The Primary Focus Areas fell under the primary responsibility of the Board of County Commissioners (BCC) or were areas where the County was one of the major funders under the FAA or other types of programs. The Secondary Focus Areas were secondary because the BCC is not the main provider or funder.

Chapter II, “Evaluation of Health & Human Services Element”, will discuss the County’s Comprehensive Plan, and the link back to the Service Category information and the performance information.

Chapter III, the “Financially Assisted Agency Program”, is listed as a separate chapter so that more detail could be provided about that program.

Chapter IV is for the CAC “Summary/Recommendations”. One of the important parts of the Matrix and Planning Report are the CAC’s comments and recommendations to the County Commissioners.

The Appendix and so on will be those attachments that are needed.

If the CAC likes the Matrix, it can be broken out and given to different lead groups to start filling in the blanks. At a later date, a format for the narrative section will be provided to those same lead groups. Some input is needed on the headings. He would like staff to come up with something and bring it back to the next CAC meeting. Staff could work that out or it could be done under a subcommittee.

It was agreed that, when requesting each lead group to fill out the Matrix and Planning Report narrative, a sample of the Matrix and the format of the narrative section be provided.

Barbara Jacobowitz, who is the most familiar with Healthy People 2020, has agreed to develop some ideas, recommendations and direction on how to bring that into the Matrix and the Planning Report.

**Discussion:**

Goals and terms can be defined differently by various entities. It is important make sure that we are all working toward the same specific goals.

The intent of the Matrix is to be able to look at things globally and to look at who does what in the community, what the indicators are, and what the sentinel outcomes are. The proposed Matrix also gives a picture of the gaps that may exist. The Planning Report should have consistent, standardized sections and should be kept simple.

The Service Categories listed in the Table of Contents of the Planning Report should be put into alphabetical order, because readers may think that the Categories are in priority order.

The Planning Report should be designed as a web-based model. A web-based program makes it easier to get to the detailed information than does a printed report.

Under the Community Services Department web-link, the Planning Report including the Matrix could be added. That should be a future goal. For right now, the CAC should initially produce the Planning Report in hardcopy. Also, the County Commissioners are going to want to see the Planning Report in hardcopy because they are not going to want to have to go to a website.

Regarding a statement within the Methodology of the CAC/HHS Planning Report: “Assist the Board of County Commissioners in the assessment of need...” An algorithm could be constructed that would level the playing field statistically so the CAC could prioritize ‘need’.

To determine exactly if an evidence-based program is effective takes a long time and a lot of work. It is looking at peer-reviewed articles, running statistical analysis on their analysis, and then coming up with an informed decision about whether or not the County is going to pay a bunch of money to implement a program. It is not just evidence-based practice, but practice-based evidence that is really important.

The point may be that we need to shake-out how to address ‘need’ more specifically in the Planning Report and Matrix. The CAC and staff are open to suggestions on how to do that. The intent in all of the Service Categories is to have ‘need’ drive where we are going with recommendations and funding decisions.

- **David Rafaidus** – He thinks everyone needs a little time to absorb the proposed Planning Report and Matrix. Then those with ideas from today’s meeting could contact him, and he will present the ideas to the CAC. That way, everyone will be on the same path. He doesn’t want to be deviating away from the plan as has occurred before.
- **Dr. Richard Galeta** – He suggested a meeting of the CAC Executive Committee with the DATA, FAA and Element Subcommittees.
  - *Nate Nichols – Motion to Approve the proposed format of the Palm Beach County Health and Human Services Planning Report and the Matrix as afore-stated and delineated during today’s meeting.*
  - *Jill Hanson – Seconded the Motion.*
  - *No Further Discussion.*
  - *The Motion to Approve the proposed format of the Palm Beach County Health and Human Services Planning Report and the Matrix as afore-stated and delineated during today’s meeting passed unanimously.*

**AGENDA ITEM 3B: Financially Assisted Agency (FAA) Recommendations for Fiscal Year 2010 presented by Jon Van Arnam**

Jon Van Arnam handed out a draft of the Outline for Financially Assisted Agencies (FAA) Workshop with the Board of County Commissioners to be held on March 24, 2009 at 9:30 a.m. The draft is still a work-in-progress in terms of the presentation to the BCC.

The background, funding history, the context of the Financially Assisted Agencies, and other funding sources for social and human services typically addressed by the FAAs will be presented to the BCC. Also, the increase in demands for services and changing needs in services will be included in the presentation. Obviously the economy is a huge issue.

Some the principal entities have been meeting regularly over approximately the last eighteen (18) months. Some of the Program Recommendations have been discussed in several different meetings over several months with the outside entities.

The Program Recommendations are those that he wants the Board of County Commissioners to embrace. Some of the Program Recommendations don’t have a lot of detail, but they would be the basis for specific Staff recommendations for allocations, and for contracts that might be put together with other entities which are doing similar things that the FAAs are doing. The Program Recommendations are intended to be general on purpose because we want to present principals and concepts to the Board for them to embrace.

**Program Recommendations:**

- 1) Adopt a needs-based funding distribution policy. That means we want the BCC to make their funding decisions based upon what the needs are.
- 2) Utilize the service category matrix and report format adopted by the CAC/HHS as the framework for documenting health and human service needs and programs.
- 3) Task the CAC/HHS with a leadership role in tracking service categories, program objectives and goals, performance measures, data sources, service delivery methodologies and indicators of success. The CAC would be the entity that basically maintains and is the gatekeeper of the tracking Matrix.
- 4) Conduct a comprehensive review of funding priorities every three (3) years and limited reviews annually utilizing recommendations from the CAC/HHS, staff and community partners. The County is now on a three (3) year cycle for FAA contracting. What he has tried to do here is to suggest to the BCC that a more detailed look be done every three (3) years and a more limited review every year.
- 5) Continue migration from a “grants” model to a “contract for services model” for funding distribution. The County has gone in this direction and this is just basically officially putting it down on paper. The “contract for services” model now used decides specifically: What the needs are; what types of services are needed; identifies the agencies that are best positioned to provide those services; and then the County contracts for those services to be provided and identifies a specific scope of services and pays for units of service. We need to make sure now that when do the Request for Proposals that we make sure it is very clear that only non-profits can apply.
- 6) Phase out or terminate funding support for programs that lack data to demonstrate achievement of desire outcomes. (see #7)
- 7) Support “evidence-based programs” for service delivery – Recommendations 6 and 7 are related. The County and the principal organizations that the County has been meeting with want to have measurable outcomes to be able to show how well the outcomes are being achieved. The agencies to which funds are provided will need to be able to present data that shows they are achieving outcomes.
- 8) Support the internal reassignment of programs between County departments to eliminate instances where multiple departments distribute funding in the same service category. This is an internal organizational issue where we have different departments issuing contracts and grants in the same service category area.
- 9) Create new partnerships and contractual relationships with the Department of Children and Families, Children’s Services Council, United Way and other principal funders of social services within the County to eliminate duplicative contracting, overlapping service provision, inconsistent program objectives and multi-agency monitoring. Presently, there are duplicative contracting, overlapping service provision, inconsistent program objectives and multi-agency monitoring. The intent is to look for ways to eliminate those duplications.

10) Review contract management and oversight responsibilities and re-align department staff as necessary to insure accountability and performance by contracted agencies. The BCC wants accountability and efficiency in the organization that the County funds.

11) Maintain agency certification requirements and funding for Nonprofits First, Inc. to conduct certifications of funded agencies and deliver support services. The County and other funding entities have adopted a policy that they want the agencies they regularly fund to be certified by Nonprofits First, Inc. The County also funds the process for an agency to obtain certification.

12) Encourage agency collaborations and mergers that will result in more efficient service delivery and reduced administrative costs. The County feels that the future is not 'more agencies doing more things' but rather fewer agencies that have the best programs and the more focused service delivery. It might not mean that an agency has to merge with other agencies; but an agency might have to be more focused on providing a particular service especially well.

13) Continue roundtable discussion meetings between funders and service providers on key components of system of care. A series of roundtable discussions between the funders and the service providers has been started. Good feedback has been received. A future series of roundtable discussions has been scheduled. Anyone who knows of providers who wish to participate, please let Jon Van Arnam know and he will get a schedule to them.

14) Amend PBC Administrative Code to eliminate requirement that county funding assistance shall not exceed twenty-five percent (25%) of a delegate agency's total operating budget. This is a proposed change the Administrative Code that so it doesn't restrict the County if there is an agency it wants to provide more than 25% of the agency's budget.

15) For FY 2010, transfer funds for homeless services and senior services in FAA budget to the budgets of the Division of Human Services and Division of Senior Services, respectively. This proposal is that money be moved out of FAA and be put into the department budgets that are already responsible for those social service areas. The idea is to try to get the experts to be the ones who are going to: Put out the RFPs; identify the services needed; and who are going to use the CAC Matrix and Planning Report recommendations and translate that into actual funding decisions.

16) For FY 2010, do not request submission of new proposals. Schedule BCC workshop in June 2009 to consider staff recommendations for adjustments to current contract amounts (agency allocations for 2010). New agencies will not be invited to submit proposals since the County doesn't intend to add any new agencies.

17) Authorize issuance of requests for proposals for all service categories for FY 2011 funding cycle. It will be suggested that a new RFP for FAA monies will not be done this year, and that the County continue for an additional year to contract with the FAA agencies already contracted with. There will likely be some adjustments to their funding levels. We will be telling agencies that a ten-percent (10%) overall reduction scenario will probably be recommended to the BCC. The reduction will depend on the property value estimates to be received on June 1, 2009.

### **Discussion:**

There is a time gap between the budget being adopted and the time that we get the contracts to the agencies. Basically the agencies have heard that they're going to get funding, so they work without a contract. Then when we get the contract in place, it is retroactive to the beginning of that fiscal year. Ideally, we would get the contracts to the BCC the first week after October 1<sup>st</sup> so that the gap narrows. In some cases that is not possible because we don't get the information back from the agencies in time and that slows the process down. But certainly we can do better to lessen that gap.

There are agencies that the County funds that are a different part of our budget outside the FAA program. One of the reasons certain agencies are on a separate list is because the County didn't want them to have to necessarily compete for that money every year or every three (3) years through a competitive grant process. There has been a lot of discussion about 211 Palm Beach/Treasure Coast, using them as an example. We have had three (3) or four (4) meetings specifically about 211 with its staff. The four (4) principal funders are trying to agree on a universal scope of work, universal performance measures and reporting requirements. 211 is an example where each funder had separate contracts and separate scopes of services, but we were all funding the 211 call center, among other things with 211.

The Matrix and the Planning Report will not just be capturing the FAAs, but hopefully will be capturing every health and human service being funded in some respect. The idea of the Matrix and Planning Report are to show how services are being delivered collectively, rather than FAAs in one silo and others in their separate silos.

The fidelity of a model really becomes the real critical issue. Not everything is going to be evidence-based. The intent is to have the fidelity of the model that says the agency is practicing what it says it's going to do and is doing it just like it's supposed to be done.

Jon Van Arnam addressed a question regarding whether there will be a change from allowing the agencies to come up with their outcomes. Regardless of who determines the outcomes, data will be needed to support the outcomes. As to who determines the outcomes, that can happen two (2) ways. For example, the County could put out an RFP stating that the County wants organizations to propose programs to help prevent foreclosures. By that, the County has pre-identified an outcome that it wants. Or the County could continue using its current process in which it asks the agencies what they are applying for, what programs they do now, and what are the outcomes that they are currently are providing. Initially we will be asking for the agencies to identify their outcomes, and then transition to requesting organizations to propose programs to help service as specific need.

It was suggested, and Jon Van Arnam agreed, that the draft Outline for Financially Assisted Agencies (FAA) recommendations be broken down into three (3) categories: Immediate funding recommendations; internal operations recommendations; and inter-agency recommendations.

- *Nate Nichols – Motion to Support the concepts and the direction of the staff recommendations captured in the draft Outline for Financially Assisted Agencies (FAA).*
- *Debby Walters – Seconded the Motion.*
- *No Further Discussion.*

- *The Motion to Support the concepts and the direction of the staff recommendations captured in the draft Outline for Financially Assisted Agencies (FAA) passed unanimously.*

#### **4. OTHER BUSINESS**

##### **AGENDA ITEM 4A: Member Comments on Non-Agenda Items**

- Jill Hanson – She introduced Diane Williams from El Sol. Diane is a volunteer at El Sol and she has put together an incredible program to help to enable the clients to access health care. Diane has set up a program of regular eye examinations because many El Sol clients have a particular eye condition caused by sun exposure. She is providing sunglasses for the clients, as well as taking them to eye doctors in the area that have agreed to see them for free. Diane has also arranged for the Visiting Nurses' Association that has a mobile van that they will be bringing around on a monthly basis.
- Diane Williams – The clients of El Sol have tremendous health care needs and it has basically been her function to find health care services for them. She has to ask for volunteers and for a lot of agencies to help pro bono. Critical care is also difficult to access for their clients.
- Sandra Chamblee – She received a letter earlier this month that Catholic Charities is pulling their program out of the Glades area. Their building was destroyed several years ago by the series of hurricanes, and they have been co-located in her office. Catholic Charities have been providing housing, utility assistance and other assistance for critical needs. She and Karis Engle of the Glades Initiative have been working on the situation. She has spoken with the United Way about it, and they told her they don't fund the position but the money for assistance is still there.
- Karis Engle said that she had a conversation with the executive director of Catholic Charities expressing some of the concern of their departure, and extending the ability to partnership with the Glades Initiative and other agencies. She is hopeful that Catholic Charities is interested in looking at some kind of true collaborative effort.
- David Rafaidus commented that he recently attended a meeting about human trafficking. The mental health services to victims increased dramatically once the victims once they were identified.
- David Rafaidus will follow-up on setting a CAC Executive Committee Meeting if one is needed to further develop the format for the narrative section of the Planning Report.

##### **AGENDA ITEM 4B: Public Comments on Non-Agenda Items**

- None

##### **AGENDA ITEM 4C: Good News Item(s)**

- David Rafaidus – He commented on how very hard Jon Van Arnham has been working with him on the Matrix and the CAC/HHS Planning document.

**AGENDA ITEM 4D: Potential Agenda Items for Future Meetings**

- Update on the CAC/HHS Service Category Matrix and Planning Report (Jon Van Arnam and David Rafaidus)
- Update on the FAA FY2010 Recommendations presented to the Board of County Commissioners (Jon Van Arnam)
- Community Action Program Re-organization (Dr. Roland Williams)
- MAPP (Dr. Karen Dodge)
- 211
- Human Trafficking Task Force
- Palm Beach County Jail tour combined with the May 14, 2009 CAC Regular Committee Meeting. (Specific time and meeting room – TBA)

**5. ADJORNMENT**

- *Barbara Jacobowitz – Motion to Adjourn the meeting.*
- *Jill Hanson – Seconded the Motion.*
- *No Discussion*
- *The Motion to Adjourn the meeting passed unanimously.*

**Future Meetings:**

*CAC Regular Meetings: April 16, 2009; May 14, 2009 (at the PBC Jail)*

*Executive or Reserved Meeting Dates: April 23, 2009; May 28, 2009*

Minutes approved by the CAC Regular Committee on APRIL 16, 2009 by

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Signature – Dr. Richard Galeta,