

211 Strategic Planning Group

Initial Meeting

6/8/09

JWB Children's Services Council of Pinellas
14155 58th St. N. Clearwater, FL 33760
Room 185
(727)547-5600

- I. Structure of the Strategic Planning Team (10:00 – 10:15)
 - a. Team leader designees for Regionalization, Data Quality and Reporting, and Common Performance Measures Team
 - b. Meeting frequency and time for Strategic Planning Team
 - c. Deadlines
- II. Common issues (10:15-10:45)
 - a. Vision
 - b. Expectations
- III. Joint response to recommendations of CSCG report (10:45-11:45)
 - a. Review Action Plan Matrix for inclusion/exclusion of objectives
 - b. Status Reports
 - i. Regionalization
 - ii. Data Quality and Reporting
 - iii. Common Performance Measures
- IV. Next Steps (11:45-12:00)

2-1-1 TBC Strategic Planning Team

June 8, 2009

Minutes

Meeting opened by Denise Groesbeck at 10:10 a.m. with Commissioner Kenneth Welch, Commissioner Karen Seel, Elise Minkoff, Gay Lancaster, Moe Freaney, Diana Baker, Micki Thompson, Grant Petersen, Eddie Burch and Rod Cyr attending in addition to Ms. Groesbeck

Item #1 - Structure: Ms. Groesbeck submitted a proposed organizational structure (document titled: 2-1-1 TBC Strategic Planning Team) which described the responsibilities of the Strategic Planning Team, as well as the three sub-teams currently operating in response to the Policy Board's recommendations for action. Leads for the three sub-teams were also indicated. There was unanimous agreement to approve the structure as presented. Commissioner Welch requested to be included on the weekly Data Quality conference call.

Ms. Lancaster reported that there is an item on the June 11th JWB budget workshop agenda that calls for JWB to provide matching grants in \$10,000 increments up to a maximum of \$100,000 to 2-1-1 TBC for any new dollars it secures. Another option discussed would allocate less than 1% percent of the budget of each JWB-funded agency's budget to support 2-1-1-TBC functions.

Item #2 – Common Issues: The Team discussed their vision for 2-1-1 TBC and their common expectations for the agency. It was agreed that common expectations included: (a) A comprehensive I & R System; (b) data collection and analysis; and (c) disaster recovery. This issue of navigation was left for future deliberations. Based on that discussion, the common vision statement was rewritten as follows:

“As an important element of the human-services infrastructure in Pinellas County, 2-1-1 TBC provides a comprehensive Information and Referral service, crisis intervention service, and a data collection, analysis, and reporting system for resource allocation planning. 2-1-1 TBC also plays a key role in disaster preparedness and response.”

A question was raised regarding county support for 2-1-1 TBC's role in disaster recovery. Ms. Groesbeck reported that she has had conversations with Pinellas County Emergency Management (PCEM) regarding the possibility of state grant support. She indicated that as a result of those conversations, the DRLN will submit an annual grant request to PCEM for planning, training, or exercising. PCEM will entertain those proposals based on the availability of funds and the needs of the department. The Disaster Recovery Leadership Network will include any 2-1-1 TBC expenses related to the grant request in that proposal.

Ms. Baker asked Ms. Thompson if she knew the percentage of 211's staff work that is dedicated to I&R, data collection/analysis, and disaster recovery relative to the costs of staff for these functions. Ms. Thompson estimated that approximately 60% goes toward I &R; 20% to data collection/analysis and 20% to disaster recovery. A lengthy discussion ensued regarding how these areas overlap.

ACTION: Ms. Thompson agreed to provide a better estimate of this information for the next meeting.

The group then discussed the specialized services of volunteer services and "crisis-intervention" or suicide prevention. Ms. Baker indicated that the United Way also maintains a volunteer service. Ms. Thompson stated that through its volunteer service, 2-1-1 TBC provides support to the court system by identifying opportunities for community service for youth. Ms. Minkoff discussed the need to critically evaluate legacy services in light of reduced funding.

ACTION: Ms. Thompson was asked to consider having the United Way assume this responsibility. Ms. Baker and Ms. Thompson agreed to explore this issue further.

ACTION: To facilitate the dialogue regarding "crisis intervention", Ms. Thompson agreed to provide the team with: (a) the AIRS Standards; (b) a definition of "crisis intervention;" and (c) the percentage of staff working in this area.

Ms. Thompson also stated that the court has requested that she produce guides for them on an annual basis. The Team questioned whether this service should be provided at no cost.

Item #3 – Joint Response to Recommendations: The document titled *2-1-1-Tampa Bay Cares, Inc. Action Plan* was reviewed and revised (*See Action Plan Matrix.rev.06.08.09*). Assignments were identified by the Team.

Commissioner Seel provided an update from the Regionalization Team. The next meeting of the team is June 11th. She stated that she has met with Pasco County. She also reported that she will be meeting with Sarasota County on June 15th to discuss collaboration. She is proposing a consolidation of the call centers while having each community maintain its local database.

The next meeting of the Strategic Planning Team was scheduled for July 6th at 10:00 a.m. at JWB.

The meeting adjourned at 12:10 p.m.

2-1-1 TBC STRATEGIC PLANNING TEAM

Commissioner Seel-Commissioner Welch-Elise Minkoff – Diana Baker - Grant Petersen-Gay Lancaster- Moe Freaney-Micki Thompson – Denise Groesbeck – Eddie Burch



Common Vision
Shared Expectations
Joint Response to Recommendations

Regionalization Team

Commissioner Seel
(L)

1. Explore Opportunities for Partnerships with Other Counties.
2. Explore Opportunities to Share Resources with Hillsborough County.

Data Quality and Reporting

Gay & Moe
(L)

1. Develop Process for Report Requests (1x)
2. Weekly review of Ad Hoc Reporting Requests
3. Review of Existing Routine Reports

Common Performance Measures Team

Diana Baker
(L)

1. Develop Common Performance Measures Across Funders

Common Vision for 211

211 Tampa Bay Cares, Inc. (2-1-1 TBC) provides information system infrastructure (serves as an information utility) to streamline communication about health and human resources in the community not only for individuals to find help when needed but also for those willing to give help by volunteering their time or donating resources. 2-1-1 TBC is the sole provider of information (gathering, sorting, validating and distributing) so that people can effectively access the health and human services delivery systems as quickly as possible. 2-1-1 TBC provides important community planning data for health and human service community partners.

211 Strategic Planning Team

Common expectations of 211

1. Comprehensive Information and referral
2. Data collection and analysis
3. Disaster Recovery
4. Navigation

**Independent Analysis of Pinellas County Information & Referral Services Final Report;
“community expectations of 211”; p. 55*

2-1-1 TAMPA BAY CARES, INC.

ACTION PLAN

June 8, 2009

OUTCOME	ACTION	PRIORITY	ASSIGNED	WHEN	STATUS
1. Formally endorse the strategic value of 2-1-1 Tampa Bay Cares, Inc. (2-1-1 TBC) as an essential part of the human services network in Pinellas County. (Recommendation 1)	A.		Strategic Planning Team		
2. Take affirmative actions to ensure that 2-1-1 TBC is appropriately financed. (Recommendation 3)	A. Recommend that Pinellas County government, JWB Children’s Services Council (JWB) and the United Way of Tampa Bay (UWTB) fund 2-1-1 TBC at their current level. If not, award should be reduced to no less than comparable agencies.	1	Pinellas County/ JWB/UWTB/ Individual Boards		TABLED 6-8-09
	B. Request that the Pinellas County Board of County Commissioners (BOCC) and the Board of Directors of JWB task the executive director of JWB and the appropriate assistant county administrator to evaluate how the two bodies might be able to provide significant in-kind support to 2-1-1 TBC (e.g., replacement of current lease with county government space, provision of T1 line, etc)	1	Gay Lancaster and Maureen Freaney	July 2009	
	C. Urge the regional leadership of the State of Florida Department of Children and Families (DCF) to fund 2-1-1 TBC at a level consistent with the support given by DCF to 211’s in other regions of Florida.	1	Denise Groesbeck		6-8-09 Update: D. Groesbeck and Bob Henriquez have discussed DCF support to 211. D. Groesbeck will follow-up with Mr. Henriquez.
	D. Formally and strongly urge each municipality in Pinellas County to fund 2-1-1 TBC at a level equivalent to at least 15 cents per resident per year.	2	Denise Groesbeck		

OUTCOME	ACTION	PRIORITY	ASSIGNED	WHEN	STATUS
	E. JWB should designate 2-1-1 TBC as the “partner/vendor of choice” for any of its initiatives that require the support of a call center and should strongly recommend to the agencies it funds that they look first to 2-1-1 TBC to provide services such as after-hours call answering and specialty hotlines. (Recommendation 8)				MODIFY 6-8-09
	F. In addition to continuing and increasing the core support for 2-1-1 TBC provided by Health and Human Services, the Pinellas County BOCC should explore other potential sources of revenue for 2-1-1 TBC within county government, including from the general areas of emergency management, 911 and public safety and, potentially, by transferring responsibility for answering some of the county’s public information lines for a fee. (Recommendation 9)		Maureen Freaney		
	G. Pinellas County government, JWB , UWTB, and 2-1-1 TBC should collaboratively develop and implement a resource development strategy that will result, within three years, in at least 10% of 2-1-1 TBC’s revenue coming from the municipalities within Pinellas County. (Recommendation 12)	3			TABLED 6-8-09
3. Create a team to engage in a focused strategic planning process.	A. Develop a mutually agreed upon vision for the future development of 2-1-1 TBC and a shared set of expectations and common reporting requirements for 2-1-1 TBC.	1	Strategic Planning Team	July 2009	
	B. Formulate a joint response to the findings and specific recommendations in this report and the actions they propose to take in response.	1	Strategic Planning Team		

OUTCOME	ACTION	PRIORITY	ASSIGNED	WHEN	STATUS
	<p>C. Create a team to: (i) review the current level of use of TBIN and Community Voice Mail and (ii) examine the desirability and feasibility of more fully using 2-1-1 TBC's capacity to meet the needs of people who live on the margin of the community and support the agencies that serve them; and make specific recommendations on how to achieve that expanded use, what it would cost and how it might be financed. Attention should be given to the engagement of grass-roots and faith-based organizations in this discussion.</p>	1	Strategic Planning Team	September 2009	
	<p>D. Agree on what the HHSCC Policy Board can do and when and how they will do it, individually and collectively, to influence other public and private funders to support 2-1-1 TBC. (Recommendation 4)</p>		Strategic Planning Team		
	<p>E. A strengthened 2-1-1 TBC should be maintained as an independent non-profit organization working in close partnership with Pinellas County government, JWB and the human service agencies serving Pinellas County. (Recommendation 1)</p>				TABLED 6-8-09
	<p>F. Develop 2-1-1 TBC as the "data central" for its primary users – Pinellas County government, JWB, the Coalition for the Homeless and UWTB – to agree on their shared priorities for data, to set clear expectations for what data 2-1-1 TBC will be responsible for providing and to ensure that 2-1-1 TBC has the resources it needs to meet those expectations. (Recommendation 2)</p>		Data Quality & Reporting Team		
<p>4. Commit HHSSC and its member organizations to actively foster the regional and state consolidation of 2-1-1 functions.</p>	<p>A. Provide leadership for development of a regional 2-1-1 system.</p>	1	Regionalization Task Team		
	<p>B. Support the Federal Calling for 2-1-1 Act (Act) which could result in significant new funding for 2-1-1 TBC, request the active support of the Florida congressional delegation for the Act and work with the delegation to secure earmarks or other available federal funds to support 2-1-1 in Florida.</p>		Pinellas County Government, JWB, UWTB		<p>6-8-09 Update: Commissioner Seel contacted Congresswoman Castor asking for support for this bill. Commissioner Welch and Gay Lancaster also agreed to write letters of support. Legislation is moving forward this week.</p>

OUTCOME	ACTION	PRIORITY	ASSIGNED	WHEN	STATUS
	C. Seek the support of the Florida Governor and legislature for dedicated government funding for the development and operations of an integrated state-wide 2-1-1 system.				TABLED 6-8-09
5. Create a regional 2-1-1 for the Greater Tampa Bay media market that would include these features: (Recommendation 4)	A. Develop a single resource database, fed by each of the 2-1-1's, to be available on-line to all of the 2-1-1's and to the public.		Regionalization Task Team		
	B. Implement a single software package to be used by all 2-1-1's in the region to ensure consistency in formatting of resource data records, collection of call and referral data and reporting.		Regionalization Task Team		
	C. Develop a single call routing system, hosted by an external vendor, that would route calls from within the region according to mutually agreed upon protocols. This would allow the current 2-1-1's to vary their hours of operation, back up one another during periods of peak call volume, reroute calls quickly as required and have built in redundancy.		Regionalization Task Team		
	D. Merge the primary 24/7 call centers at 2-1-1 TBC and 2-1-1 Tampa Bay (Crisis Center) with other 2-1-1's, forwarding after hours calls to the 24/7 call center of their choice under a cost structure to be mutually determined by the 2-1-1's.		Regionalization Task Team		
	E. Market a collaborative 2-1-1 throughout the region through a unified marketing plan that creates and reinforces a common brand.		Regionalization Task Team		
	F. Create performance measures through a collaborative effort of the 2-1-1's and funders with reporting to and monitoring by a representative task force of funders from throughout the region.		Common Performance Measures Team		

OUTCOME	ACTION	PRIORITY	ASSIGNED	WHEN	STATUS
6. Provide information to decision makers regarding 2-1-1 system capacities.	A. Train agency and funder staff on the information and resources available through 2-1-1, TBIN and Community Voice Mail to support efforts to secure additional funding to meet existing and emerging community needs.		2-1-1 TBC Staff		
	B. Provide topic-specific training to enhance HHSCC Administrative Forum discussions.		2-1-1 TBC Staff		
7. Recruit several recognized community leaders to join the 2-1-1 TBC board of directors. (Recommendation 1)	A.		2-1-1 TBC Board		
8. Add a term limit provision to the 2-1-1 TBC by-laws to ensure an orderly rotation of board members. (Recommendation 2)	A.		2-1-1 TBC Board		
9. As a high priority, the board of directors of 2-1-1 TBC should develop and implement a fund-raising strategy, led by members of the board, which can demonstrate their ability to diversify their funding. (Recommendation 16, page 15; replaces Recommendation 3, page 10)	A. Solicit monetary contributions from each board member, at a significant level, as demonstration of the board members' commitment.		2-1-1 TBC Board		
	B. Create a fund-raising committee that may include non-board members.		2-1-1 TBC Board		
	C. Increase funds raised from individuals, businesses, faith communities and civic associations to at least 5% of the total budget.		2-1-1 TBC Board		

OUTCOME	ACTION	PRIORITY	ASSIGNED	WHEN	STATUS
10. The primary funders should set a clear expectation that 2-1-1 TBC will undertake a fund-raising program along the lines described above. (Recommendation 4)	A.		Pinellas County Government, JWB, UWTB		
11. The primary funders should give serious consideration to each nominating a representative to the 2-1-1 TBC board of directors. (Recommendation 5)	A.		2-1-1 TBC Board		
12. 2-1-1 TBC should continue its use of independent consultants to assess call center and database performance for at least for one more year. (Recommendation 6)	A.		2-1-1 TBC Staff		
13. 2-1-1 TBC must continue to focus on training to improve call handling performance. (Recommendation 7)	A.		2-1-1 TBC Staff		
14. Until database resource specialist staffing can be increased, 2-1-1 TBC should work to recruit community or AmeriCorps volunteers to collect and update basic program data. (Recommendation 8)	A.		2-1-1 TBC Staff		

OUTCOME	ACTION	PRIORITY	ASSIGNED	WHEN	STATUS
<p>15. 2-1-1 TBC and its primary funders should work together to develop and implement a solid strategy for improving the rate of updating of their own records by agencies. (Recommendation 9)</p>	<p>A.</p>		<p>2-1-1 TBC Staff</p>		
<p>16. Create a special, time-limited task force to consider and resolve what the optimal use of TBIN is and create a plan to achieve that level of use. (Recommendation 10)</p>	<p>A.</p>		<p>Data Quality & Reporting Team</p>		
<p>17. Improve 2-1-1 TBC performance by better managing licenses, improving communications with users and providing additional training. (Recommendation 11)</p>	<p>A.</p>		<p>2-1-1 TBC Staff</p>		
<p>18. Market Community Voice Mail to non-profits in need of back-up communication services in times of disaster. (Recommendation 12)</p>	<p>A.</p>		<p>2-1-1 TBC Staff</p>		

OUTCOME	ACTION	PRIORITY	ASSIGNED	WHEN	STATUS
19. Follow-through on the work 2-1-1 TBC has begun to upgrade its website and to significantly improve user interface with the database search function. (Recommendation 13)	A.		2-1-1 TBC Staff		
20. Improve the speed and quality of 2-1-1 TBC's internet access by identifying a new internet provider. <i>2-1-1 TBC's primary funders must recognize that this is a legitimate additional annual cost that cannot be met by reducing staff to pay for it. Pinellas County government and JWB should explore whether either can provide improved internet access to 2-1-1 TBC as an in-kind contribution.</i> (Recommendation 14)	A.		2-1-1 TBC Staff		
21. Data Management and Reporting.	A. Create a small working group to review requests for data, vetting to determine the value, intended application and priority of the data requested and the impact of the request on 2-1-1 TBC, thus creating a new level of transparency about the demands placed on 2-1-1 TBC. (Recommendation 3)	1	Data Quality & Reporting Team		6-8-09 Update: The team has been assembled. The first meeting of the team is scheduled for June 22 nd . M. Thompson is providing a matrix of reports; samples of each report; and the report request form.
	B.				