

Recommendations to the Clay County Joint Powers Collaborative Board April 6, 2005

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The following recommendations are based on needs identified in interviews conducted between March 2 and April 5 with:

- 11 Collaborative program staff
- 19 Members and alternates of the Joint Powers Board
- 11 Members of the Children's Coordinating Council who are not on the JPB
- 2 Members of Collaborative Focus Groups who are not on the CCC or JPB
- 3 Staff members of Clay County Coordinator's Office and the Auditor's and Human Resource Departments

The two primary concerns were related to making a successful and smooth transition for the current staff and the programs. The other concerns related to the Collaborative itself and the way partners relate to each other. These needs include:

- 1. Increased trust and improve morale
- 2. Improved communication
- 3. Streamlined and clearly understood decision-making structure
- 4. Refocus Collaborative by development and communication of a new more collaborative purpose and priorities consistent with that purpose
- 5. Address Collaborative's financial needs proactively and with accountability

The following recommendations are designed to address the concerns and needs identified in the interviews. The recommendations regarding increasing LCTS income are referenced here but are presented in a separate report.

1. Recommendations to increase trust and improve morale

- 1.A. Authorize work groups to develop proposals for transition of the Truancy Intervention Program and Re-entry Program and report by June.
- 1.B. Focus all other work of the Collaborative, at the Focus Group, CCC and Board level on discussing, preparing for and implementing recommendations.
- 1.C. Commit to identifying core values and holding each other accountable to behaviors and decisions consistent with them.
- 1.D. Hold an annual meeting to celebrate Collaborative achievements and thank staff and Collaborative partners.

2. Recommendations to improve communication

- 2.A. Approve draft letter to be sent to all Collaborative staff.
- 2.B. Commit to communicating directly and respectfully with all staff and collaborative partners.
- 2.C. Commit to seeking the input of all stakeholders and keeping everyone involved up to informed of all changes that affect them.
- 2.D. Formalize membership for Collaborative and each of its working groups on an annual basis.
- 2.E. Identify partners preferences and needs regarding communication and set policy and practices that addresses those around which consensus can be achieved.
- 2.F. Develop website to open up communication and save coordination time.
- 2.G. Ensure that all members of all Collaborative groups have Internet and e-mail access and skills necessary to receive and share information.
- 2.H. Distribute and post list of all members of all Collaborative groups on an annual basis.
- 2.I. Create group e-mailing lists for new Collaborative structures.

3. Recommendations to streamline and clarify decision-making structure

- 3.A. Commit to creating a simple, manageable, easily understood and communicated structure and operational guidelines.
- 3.B. Adopt new structure for the Collaborative that:
 - Increases consumer representatives by identifying categories with seats on all levels of Collaborative governance;
 - Reduces board size;
 - Includes only representatives of partner governing boards and consumer representatives on the governing board;
 - Includes only executive and managerial level staff and consumer representatives on an administrative executive board;
 - Includes working groups related to collaborative programs and projects, with membership that includes parents of children and youth who are in target population served by the working group;
 - Seeks to include previously existing statutorily-enabled groups such as IEIC, Children's Mental Health LAC, CTIC so that they might retain their autonomy but work within a new Collaborative framework to achieve mutual goals with increased efficiency and effectiveness;
 - Endows all Collaborative partners with the same rights and responsibilities, except for those stipulated in Statute;
 - Ensure that each level of governance has clear and appropriate decision-making powers that are distinct from and respected by the others; and
 - Builds in a rigorous evaluation component to measure outcomes of both the Collaborative and each of its programs.
- 3.C. Authorize creation of a Planning and Evaluation Work Group.
- 3.D. Invite the Children's Mental Health Focus Group and the Children's Mental Health LAC to discuss how they could merge their operations to create one unified but diverse voice for children's mental health issues.
- 3.E. Adopt annual planning and budgeting cycle to provide structure, accountability, discipline, and predictability.
- 3.F. Update Joint Powers Agreement and operating guidelines.

4. Refocus Collaborative by development and communication of a new more collaborative purpose and priorities consistent with that purpose.

- 4.A. Contract with Arthur Himmelman to come to Moorhead the afternoon of May 9 to discuss issues related to effective collaboration, at a cost of \$500, or later at a higher cost.
- 4.B. Issue an invitation to Amalia Mendoza, Children's Mental Health Division, Minnesota Department of Human Services, to come to Moorhead the end of May or beginning of June to discuss State expectations of Collaboratives, at no cost to the Collaborative
- 4.C. Hold planning session to identify Collaborative mission and vision and priorities and the Collaborative structure that will achieve them.
- 4.D. Include reminders of the Collaborative mission on all Collaborative communications and meeting agendas.
- 4.E. Develop orientation materials and create a process for orienting all those involved in Collaborative groups to the Collaborative.

5. Recommendations to address Collaborative's financial needs proactively and with accountability

- 5.A. Rescind instructions to CCC to spend or allocate \$300,000 by August 31, 2005.
- 5.B. Place an immediate moratorium on spending Collaborative funds for anything that is not a collaborative project or for the administration and proper functioning of the Collaborative.
- 5.C. Commit to providing funding only to collaborative projects and activities developed by work groups which provide on-going direct oversight.
- 5.D. Adopt recommendations, policies and practices designed to maximize LCTS income.
- 5.E. Adopt policy regarding payment of administrative costs to employing partners.
- 5.F. Adopt a policy regarding expectations regarding maximization of third party reimbursements for Collaborative projects.
- 5.G. Adopt a policy regarding grant funding that includes:
 - circumstances under which the Collaborative will seek grants; and
 - the Coordinator's and fiscal host responsibilities related to grants.
- 5.H. Develop income projections based on the most likely scenarios, including loss of IV-E.
- 5.I. Provide 60 day notice of intent to close Collaborative office.
- 5.J. Develop and implement plan for disposing of or storing Collaborative property.
- 5.K. Identify and make arrangements to meet needs for storage of Collaborative records.
- 5.L. Adopt new financial reporting procedures to provide accurate and concise information about all the available Collaborative funds and develop and provide each level and working group standard financial reports for their area of responsibility.
- 5.M. Negotiate a new agreement with the County to establish costs of purchased services.
- 5.N. Determine appropriate level for reserve fund.
- 5.O. Adopt a 2005-06 budget that will spend down LCTS income as required.

6. Coordination Recommendations

- 6.A. Review Coordinators and Administrative Assistant's job descriptions and update them to reflect emerging needs as appropriate.
- 6.B. Review IRS Twenty Questions and identify additional changes necessary to contract for coordination.
- 6.C. Develop separate RFPs for Collaborative Coordinator and LCTS Coordinator.
- 6.D. Conduct search for and orient Collaborative Coordinator and LCTS Coordinator.