

**Metro Social Services Board of Commissioners Retreat
Meeting Minutes
October 25, 2017**

Board Members Present: William Harris, Michael Bradley, Steve Meinbresse and Brandon Thompkins

Board Members Absent: Charlotte Peacock and Betty Kirkland

Metro Legal Advisor: Josh Lee

Mayor Liaison:

Commissioner Harris called the October Metro Social Services (MSS) Board of Commissioners Retreat meeting to order and went through an introduction of the MSS Board and MSS staff.

Commissioner Harris requested a motion to approve the August Meeting Minutes. The motion was moved by Commissioner Bradley, seconded by Commissioner Meinbresse and accepted unanimously.

Commissioner Harris then turned the meeting over to Renee Pratt, Executive Director of MSS. Renee began by stating that the Commission is made up of a 7 member board appointed by the Mayor. Each board member can serve 2 consecutive terms of 5 years each. Some board members came on the Commission filling a term and once that term is complete the Commissioner has the opportunity to serve another term.

MSS Board of Commissioners governed by Charter and the MSS Executive Director is appointed and reports to the Commission. Renee further stated that she wants to work closely with the Commission and that was the purpose of the one on one with each Commissioner to discuss any concerns one may have.

Renee stated that the purpose of the Retreat is for the Commission to hear more about the department and what is happening and to hear a presentation around our Strategic Planning as well.

Homelessness Commission – Judy Tackett

Judy Tackett, Director of Metro Homelessness Commission (MHC) began her report by stating the Vision of the MHC is to end and prevent homelessness for people in Nashville. In order for this to happen, MHC is bringing together community partners and including people with experience in these areas that can advocate for programs and policies to help lead people out of homelessness.

The values for MHC are to be: housing focused, person centered, data driven and effective use of resources. However, to effectively end homelessness us to build a

housing crisis solution system that focuses on prevention and reduces the time on the street.

Judy further stated that the MHC is fully staffed with 9 staff members. MHC is currently going through a transition phase and Judy stated that when she became interim Director there were three goals to focus on and to push the community to gather around and they are as follows:

1. Build system that effectively ends Veteran Homelessness
2. Pushing the data conversation
3. Mayor's Interdepartmental Council on Homelessness

Judy commented on some important items she wanted to highlight and that being the staff of the MHC is MSS staff and MHC functions as a division of MSS. But when you look at the community you look at the Continuum of Care (CoC), which is a Federal Department of Housing and Urban Development (HUD) designation for a community's homeless services system that has identified geographic areas across the nation. The goal is to see these geographical areas work together on building housing crisis resolutions to end homelessness.

The CoC includes all the stakeholders within Davidson County and it is also a federal funding source that is necessary to help prevent homelessness. The CoC is build-up of 3 things; geographical area, all stakeholders working together to help prevent homelessness and the federal funding source.

As stated earlier, the MHC is under MSS and it is made up of a 22 member board and is staffed by MSS with a goal to end homelessness building a housing crisis resolution center.

Judy stated that currently MHC has two boards and one goal with governance talks going on between the two entities. The goal is to create a unified board and a proposal will be presented in November to the Homelessness Commission and also to the CoC membership. The proposal will involve building a homeless CoC Planning Council that would oversee all and any conversations that are going on in Nashville around homelessness. Judy then opened the floor for any questions.

Commissioner Meinbresse asked what is "Built for Zero"? Judy stated "Built for Zero" is the latest community solutions campaign and the MHC is staying in touch with what is going on nation-wide.

Commissioner Bradley referenced the Homelessness CoC Planning Council with the goal to combine both agencies and would the Metro Charter have to be amended to combine both agencies? Judy stated no because the Commission is not a charter it is an ordinance. Commissioner Bradley then stated one is a charter and one is an ordinance so when they are blended will an amendment have to take place. Judy commented that Metro Legal has already looked into this request.

Commissioner Meinbresse asked if the HUD or HUD's Consulting Group been useful in any way with trying to help figure out what to do? Judy stated the technical assistance came in about a year ago and heard the situation; however the combined governance has been in discussion since around 2015. Currently there are more partners around the table and a work group has been put together from the two organizations to gather all the information from inside and from the communities.

Commissioner Meinbresse then asked if there was a major barrier or one thing that really stands out. Judy stated that it is the fear of people not clearly understanding, so the education piece needs to be better.

Judy stated in closing it is best to focus on the 10 issues that everyone agrees on instead of the 10 that everyone does not agree.

ARC (Accountability, Responsibility and Communication) – Joyce Hillman

Joyce begin by stating that ARC is a new employee engagement model and this model was developed under evidence based practice back in 2015 and implemented in July 2016. ARC has given employees a voice to be heard along with policies and procedures to govern the process. ARC consists of the ARC Committee, and nine workgroups which are chaired and led by Committee members. The chairs regularly communicate with the workgroups members and they report monthly to the ARC Committee.

Joyce then stated information she had gathered from the Gallup Report poll that came out regarding the "The State of the American Workplace". The poll stressed the importance of employment engagement and how critical it is due to the cross section of ages in the work place. The Gallup report stated that 51% of the U.S. workforce is not engaged and that organizations with engaged employees outperform others. Employment engagement is a best practice and also a business strategy that drives improved performance.

ARC is made up of nine work groups and is supported by Renee Pratt, Executive Director and the MSS management staff. The major goals of the workgroup chairs are to design programs that positively impact long term and sustainability of the agency. Each workgroup project has stated goals with outcomes which are tracked and reported on a regular basis.

In closing Joyce stated the purpose of ARC is to cultivate long term a culture of collective impact with employment engagement and best practices that result in efficiencies and effectiveness of services and outcomes. Joyce then responded to questions from the MSS Commissioners.

Commissioner Meinbresse asked if Joyce could give an example of a specific ARC project and how is success measured? Joyce stated that the ARC committee created a Matrix that is completed prior to completion of the project. For example, Professional

Development/Health and Safety is in the process of working on a project on how to develop a Training Program. Prior to the project beginning the committee will complete the matrix with things such as discussion/topic, actions, next steps, responsible parties, set target dates and guidelines for completion of the project. Renee stated that ARC also looks for feedback from staff and having staff as a part of the development. ARC members have put in time to make sure ARC is doing what it is specifically stand for, accountability, responsibility and communication. ARC will line up with whatever the Strategic Plan has in place.

Renee also stated that ARC garners feedback from staff and too make sure what it is something staff appreciates. Renee further stated that she has been approached by staff commenting on how the environment is different and it's a different culture. Staff really feels that ARC is guiding the department in the direction that it needs to go.

Commissioner Bradley commented that from this MSS will have better morale and from that better performance.

Commission Orr stated that ARC sounds like a great program and if this is something that is uniform across other Metro departments and maybe we should consider presenting this model to other departments within Metro Government. Renee commented that MSS had a communication problem within the department and staff did not feel as if the management team communicated things happening within the department as well as outside of the department. So, with this being recognized, staff from different areas within MSS was pulled together so we could discuss this communication problem and ARC was formed.

Joyce then commended Renee for her vision and allowing us to move forward with this process. Joyce further stated that Renee allowed the team to bring in various experts to help with some direction of getting ARC up and running.

Commissioner Bradley further stated that employee morale is normally affected by things that neither management nor employees have any control over. However, the fact that a process is in place where management and employees can discuss any concerns is a great thing.

Budget Overview – Lisa Ricketts

Lisa began by stating, in order to prepare for the Budget; during the month of November a lot of planning was happening and the month of December was used to make any budget modifications. January was the Budget Kickoff in which the Finance Department would announce the Government wide budget changes which includes reduction requirements, improvement allowance, salary/fringes and other changes.

Once all this information is gathered, Lisa stated that she then would include all the information in the Budget Proposal. Judy Tackett would then have the MHC Board to approve the MHC Budget Proposal. Judy would then give proposal to Renee for the MSS Board of Commissioners to approve along with the MSS Budget Proposal. The

Proposal would be presented to Metro Finance for review and approval; then it would go to the Mayor's Office for the Mayor's Budget Hearing. Metro Council would then have a Budget Hearing for final approval. Lastly will be the *True-up* in mid-July for the final numbers. After everything has been submitted, MSS Budget for fiscal year 2017 was \$7,611,100; the total budget for fiscal year 2018 is \$8,176,200 with an increase of \$565,100.

Renee stated that we have received some direction from Mayor Barry for the next fiscal year. Mayor Barry is not proposing any departmental cuts, however the Mayor is asking that no departments ask for any incentives for next year but to maintain status quo. Renee further stated that it is contingent on what occurs with the Metro Homelessness Commission (MHC) and the CoC as to whether MSS and MHC become a combined board or if the CoC becomes part of the Commission then this would impact the MHC's budget.

MSS Board of Commissioners generally does not meet in December, which means the next meeting would not be held until February. So, based on when the Budget Kickoff will be held would determine if we will have a called meeting in January.

Phil Orr asked if there was any possibility of contingency money in this budget or any other budget for natural disasters. Renee stated that this past year the budget recommendation and the Council voted on a full budget request that we made for the last fiscal year. So, our budget was funded at 95% and Renee does not recall this ever happening. We attributed this to the Mayor knowing our work because prior to becoming Mayor, Mayor Barry was a part of the Homelessness Commission Executive Committee and also the board.

Renee stated contingency funding is what does not currently exist in the budget and this involve issues such as people being evicted from Section 8 housing, people affected by flooding, *etc.* MSS generally has the only contingency fund at this point to help with various issues that may come up around persons in need.

Approximately \$40,000 was spent placing people in temporary housing when flooding affected apartments on Lewis Street a few months ago. Renee stated that there is a new position in the Mayor's office known as Chief Resiliency Officer and MSS has received funding from a foundation that allows us to look at issues around resilience for the city especially people in poverty.

MSS Data – Terrence Riche, Buist Hardison and Krishauna Patterson

Krishauna Patterson began by informing the Board of a tool being used by MSS known as Socrata which is built around strategic planning as well as open shared data. Socrata will be used to retrieve data more effectively in order to generate reports and capture the full story as to what MSS does on a day to day basis. Socrata will give a total breakdown from the time a customer walks into MSS until the time the case is closed. This tool will allow us to capture data for performance measures, outcomes and also see best practices within our agency.

Socrata will also be helpful in dealing with strategic planning by showing the future direction of MSS as an agency. Renee further stated that Socrata is a tool currently being used by Metro Government. Metro provides assistance around data sets in order for our constituents to see what is going on within Metro Government. MSS was the first Metro department to be asked to work with Socrata around Strategic Planning and data. MSS will also be known as the pilot dept.

Terrence Riche began by commenting on open data. Open data is defined as when you have data that is freely available to everyone to use and published without restrictions, copyrights, patents or other mechanisms. Terrence described open data as like a free utility and this is part of what is happening here at Metro. In May of 2014, Mayor Karl Dean signed Executive Order #43 which outlines the open data policy. In August 2014, MSS submitted two data sets, the location data set and the Nutrition meal counts.

Data assessments have been updated every three months since being added to the data portal with the location being updated as needed. Terrence Riche then showed the board how the tool operates and looks on the screen. There are currently a total of 116 data sets on the portal as of yesterday. They consist of things like building permits, library locations, Wi-Fi locations, water service hours, bus stops, police precincts, parks, codes, salaries, etc.

Commissioner Bradley asked if developers use this tool and Terrence stated yes, the site is free to anyone and there are so many applications to fit so many needs. Terrence further stated that Open Data is a big movement since it came to Metro Nashville in 2014 and Metro Social Services was one of the first departments that became involved with Open Data since our department revolves around data.

Meinbresse asked if anyone in Metro goes through and verifies the accuracy of the content for open data. Terrence commented that the data goes through a process before it gets to the open data flow. Furthermore, it is up to the Director to determine which data sets will be released. The open data team looks even further to make sure there is no personal information provided such as names, birthdates, social security numbers, etc.

Commissioner Harris asked if you can see feasibility studies that have been completed in various communities in Davidson County. Terrence stated that Open Data will provide you with the raw data with which you can complete a feasibility study for which ever demographic area you see the need.

Commissioner Bradley asked if the Open Data has any connection to the Community Needs Evaluation (CNE). At the time they did not need any more census data; instead they wanted data pulled from the department since we do not own the census data.

Director's Report - Renee Pratt

Renee began by reminding the Commission of the discussion regarding the Nutrition Program. The Nutrition Program is funded by Greater Nashville Regional Council (GNRC) along with local funding. MSS does provide Meals on Wheels here in Davidson County along with 13 congregate meal sites in which MSS serve meal sites Monday through Friday.

Renee stated that MSS provides an approximate 43% match in funding the Nutrition Program. However, Renee stated she was not convinced this is the most effective way to spend local funding and that maybe the program should be funded totally by local funding.

Renee has formed a small task force of employees to have discussions around this projection and at the last board meeting it was discussed that MSS Board would make a proposal to the Mayor's office and Council around funding the Nutrition Program with local funding. However, since the Mayor has requested that no department request any new incentives, it was decided not to ask for the program to be locally funded this fiscal year but to hold off until the grant comes up in 2018. The committee will continue to work to see how to efficiently administer the program to citizens of Davidson County.

Renee then stated that MSS administrates the cold weather overflow shelter for the city of Nashville. The Overflow Shelter opens when the temperature is 25° or below. Renee asked the board to look inside their board packets and find an Ordinance that has been submitted to Council around opening the shelter at 32° and below. The Ordinance is being proposed by Councilman Shulman and Renee further stated that MSS is not prepared to open the shelter at 32° or below. When MSS planned for the shelter this year it was under the understanding that it would open at 25° and below and this is what MSS had planned for. The Ordinance has been deferred by Councilman Shulman because more discussion is need around this request.

This is not a Metro plan; the Metro overflow shelter plan is a city and community plan. City providers came to the table along and the Homeless providers in the city and decided what the plan would look like to open an overflow shelter. Many of the shelters that open around winter months work with church organizations to provide beds around the city.

Renee stated that if we decided to open the warming shelters at 32° it would close some of the congregate sites. The overflow shelter is a shelter that has pets, couples and people that cannot go to other shelters due to them being banned or because they had other issues. MSS is being asked to increase our numbers by 150 people if we open at 32° and this would make us have to open two shelters. MSS is not equipped to open two shelters because we use our social worker staff with each shift to handle any issues that may arise.

Renee stated that a meeting has been scheduled with Councilman Shulman and the committee to discuss these issues and come up with a plan. The committee did a feasibility study determining exactly what would be needed for the warming shelter. The shelter would have 2 officers from the Sheriff's office for each shift. The OEM is also involved because they provide the cots, food and they use the inmates to help set up. Parks assists with the East Community Center and also Hadley Community Center which are the two parks that are used for the warming shelter. Parks provides the cleanup staff along with the MSS staff.

So, after the feasibility study and looking at everything involved for what is currently in place, the cost totals about \$7,000 a day, and if we move it to 32° it would be open more often. A Commissioner asked why 25° was selected. Renee stated that 25° was selected by one of our Homeless providers here in the city. Renee further stated that there are outreach workers along with police that canvas the city. However, some of the people do not like to go to the other shelters and prefer the Metro shelter and Metro does not turn anyone away.

So, what happens at the meeting will determine whether a letter will be needed from the Commission to support the warming shelter not opening at 32°. Renee stated that the other possibility would be putting it out for a bid to see if another vendor or contractor could take this on. Renee stated that she would keep the Commission informed.

Planning & Coordination (P&C) – Dinah Gregory

Dinah Gregory began her report by stating that P&C are in the process of planning for the 9th Annual Community Needs Evaluation (CNE). The CNE still provides the same basic information such as demographics, data, food, housing, etc. After the CNE is complete, P&C will start working on "Know Your Community" map book that has data sets on each of the council districts.

Dinah stated since we first started coming out with the CNE poverty has fluctuated up to 13% in 2000 and 2017 it has fluctuated up to 14.8%. However, poverty peaked in 2010 to over 20%. Even though the numbers are down there are still over 100,000 people in poverty in Davidson County.

One of the reasons could be that minimum wage was raised to 7.25% in 2009 and here we are in 2017 and the minimum wage is still 7.25%. Dinah stated that this has changed the people we serve and the environment in the community. It has created more permanent low class workers and unless something changes it will stay this way. Some people have 2 or 3 jobs and cannot make ends meet on minimum wage. Dinah stated that this is what we are facing. Dinah then asked for questions.

Commissioner Bradley commented that the CNE is very valuable and particularly by Council District. The CNE has become a piece of valuable information for government production. Renee stated the Council has really found the CNE beneficial and helpful.

A Commissioner asked if a lot of the information has changed and how will it be tweaked? Abdelghani stated that some of the areas in dealing with transportation can be changed when looking at the different locations in the Davidson County area.

Program Overview

Giovanni Achoe - Family Support

Giovanni began her report by recognizing her history with MSS and what MSS has meant to her over the last 20 years. Giovanni stated that Program Services covers Davidson County residents 18 years of age or older (inclusive of individuals, families, extended families, elderly persons and people who are disabled).

Family Support Services support positive change for individuals in times of crisis and economic hardship. MSS provides a range of services to help Davidson County residents who are in need of learning how to obtain benefits or secure and maintain housing, seek resources for utility assistance, access public transportation and local food resources.

The Family Services Program addresses the needs of services and families through strength based practices and solid case management. MSS case management has several tools such as assessment tools, service plans and a new tool known as "The BOSS Box". The BOSS Box is when we look at our customers and there barriers, options and solutions. The BOSS is the newest tool when looking at our customers.

MSS Family Support provides the following services; case management, homeless services, information and referral services, counseling, Life Skill Management Classes, Senior Nutrition and Burial Services. MSS staff consists of a Program Director, 3 Program Managers, 2 Program Supervisors and 42 Direct Staff Workers. MSS Program Services have over 995 open cases with 342 Conservatorship cases and to date MSS has served a total of 363 new customers.

Giovanni then spoke on some of the trends at MSS. MSS has seen an increase in our customers over the age of 55. MSS served 46 customers over the age of 55 in 2016 and 108 during 2017. There also have been increases in the following areas; domestic violence, single men that are homeless with children, and the burial program.

Giovanni then provided information regarding MSS's new program initiatives doing Trauma Informed Care in which we provide customers with an Aces Quiz to make sure our customers are not re-traumatized when they come in for service and Dinah Gregory has assisted with the training for this initiative. Next is the Two Generational Model which is used to help our customers move out of poverty and this is working with the parents and the children. Lastly, there is the Arizona Self Sufficiency Matrix tool which is a 25 point scale that helps the worker look at the customer in crisis to help them become empowered.

Giovanni closed with announcing to the Commissioners about the upcoming Annual Thanksgiving Giveaway scheduled November 18th at Tennessee State University. Commissioner Harris encouraged the Commissioners to come and see the good work that MSS does for the community.

Renee then provided more information on the Conservatorship Program. MSS was asked by Metro Legal back in 2014 to be the first and only Metro department to assist with Conservatorships. This involved MSS going into homes and making assessments for Judge Kennedy's Conservatorship Court. Renee stated at the time MSS started working with Conservatorships they had roughly 2000 cases and to date MSS Conservatorship staff has visited roughly 300 homes to do the assessments.

Renee also commented on MSS visiting the camp sites in conjunction with the Homelessness Commission to help people find temporary housing. Renee stated that MSS Social Workers most recent work was with the camp at Fort Negley, where staff was present from 5:00 a.m. to 7:00 p.m. assisting with the move out of Fort Negley.

Krishauna Patterson – Nutrition

Krishauna began by stating the Program Manager for the Nutrition Program is Carol Wilson. The Nutrition Program is based on the criteria of seniors 60+ that are in poverty either living in high rises or referred to MSS by doctors, rehabilitation facilities, Alive Hospice and even staff that are direct services.

Nutrition is made up of a staff of 10 with congregate sites, 2 van drivers, 2 social workers that go out and do assessments and 1 staff person that goes out and do Nutrition Education, and arts and crafts.

The three services MSS has are the congregate sites, homebound meals and Ensure. The congregate site program is one of the largest programs at MSS. The congregate sites are operated by MSS staff and volunteers with an average of 900 hot meals served each day. MSS staff is trained by TSU Nutrition staff and then MSS staff is responsible for providing Nutrition education to the seniors as well as assisting with various crafts.

Krishauna then provided information on the homebound meals program which serves isolated individuals living in their homes. These are individuals that lack support, do not drive and just do not have the means to get out. Several of the homebound participants are on dialysis and we make sure they have 5 packed meals along with making sure these individuals are safe in their homes.

Krishauna commented on the Ensure Program. The Ensure Program is built for people that cannot eat solid foods. To be a part of the Ensure Program you would have to bring in a prescription from a doctor, and MSS works with Metro Action Commission (MAC) with this program to get vouchers. A customer could go to MAC and get a voucher for approximately \$250 to be used toward the Ensure Program.

Lastly, Krishauna invited the Commissioners to a festival to be held at Chippington II, 1310 Coreland Drive, Madison on September 31st from 9:00 a.m. until 1:30 p.m.

Renee added that the MSS Nutrition Program now has snow meals available for when the seniors are unable to get out and it did not increase our budget at all. Renee also invited the Commissioners to go out with one of the drivers to see how they communicate with the seniors other than just delivering a meal and leaving.

Lonnie Wade – Burial

Lonnie will be speaking on the MSS Burial Program. The Burial Programs serves families of individuals who have passed away and did not have the necessary funds for the arrangements. MSS staff would do a prescreening on any family member that calls in for burial assistance to see if they qualify. This involves showing proof of income, picture ID, and death report from a medical facility or the Medical Examiner's Office. The customer has two choices, burial or cremation. For cremation, more documentation is requested since it is an irreversible process.

The family member is the preferred person to apply. However there have been instances where family members are estranged or the decedent is considered an abandoned body, and in these cases, we work very closely with other family and friends of the decedent, the Medical Examiner's office, and other medical facilities. There are times we are unable to gather all the documentation for the cremation, but we have enough of the documentation for the burial. Lonnie also stated that one item that stands out for cremation would be the families that live out of state and the burial is done here in Davidson County, and then the family may want to have their loved one back home we try and work with them if we have all the documentation.

The MSS Indigent Burial is a much-needed program that is in the MSS charter. There are approximately six funeral homes that MSS partners with that assist with providing the funeral services, and we have one vault company that partners with us as well as one cemetery that we use.

Strategic Planning Process – Renee Pratt and Abdelghani Barre

Renee began by stating that MSS is working with Metro ITS and the Mayor's Office with Socrata, Data and Strategic Planning for the outcomes and programs for MSS. MSS also has an opportunity to work with Bloomberg & Associates. They are a foundation that provides assistance to cities around strategic planning and also the eight elements of Social Service needs in different cities.

Renee stated in June of 2017 MSS had an All Staff meeting with Bloomberg along with the Mayor's office. Staff had the opportunity to go through exercises and identify key issues and areas that staff needed to focus on as MSS moves forward in the strategic planning process.

Since the staff meeting Renee stated there have been several conversations with Bloomberg and the Mayor's Office. MSS has since had another staff meeting and staff had an opportunity to review the data that had been collected from the first staff meeting along with the Community Needs Evaluation. The data is incorporated from that document into the MSS programs, along with survey data from MSS employees, stakeholders and partners, and lastly any notes collected by Bloomberg and the Mayor's office. Renee informed the Commissioners that in their board packets they should find documentation detailing all that information.

Abdelghani began by stating the information that has been gathered from the various MSS departments is labor intensive which means going through a process to gather the information. So, when MSS thought about Strategic Planning, the plan was to insure that staff was involved and had ownership because staff are the ones that would deliver the service.

Abdelghani stated that the document in the board packets was used to help summarize all the documentation collected from the two staff meetings, employee survey, and with the help Bloomberg Associates, Mayor's Office and the survey from the stakeholders. The stakeholders asked that more work is needed on branding, to get the word out more in the Davidson County area, and on building strategic partnerships to help both partner's clients by showing our data. The partners want to be able to distinguish our products/work from other agencies.

Abdelghani stated that MSS is known for providing case management, but it takes a professional social worker to provide a systematic case management that's intended to start from somewhere and carries the client to end of the process with results. Abdelghani further stated that a majority of the clients that come through the doors at MSS requires a lot of intensive labor and the case workers go above and beyond to do something about the situation.

However, Abdelghani stated when you look at Bloomberg facilitation session it focused on systemic issues, although we deal with symptoms of the problem we do not own the problems. Abdelghani stated as MSS moves forward more attention needs to be giving to branding, building up our data system in a way that we share our information with others, and building strategic partnerships. MSS Staff will be instrumental in assisting with setting up goals for the agency with the CNE being the foundation for this process. Abdelghani opened up for questions.

Commissioner Tomlin asked whether the groups/agencies we currently have a relationship with, are we going to identify any new agencies to collaborate with as far as forming partnerships. Renee stated that MSS had reached out to approximately 4,000 email contacts when the stakeholder survey was sent out. MSS is definitely looking to engage new partners and gather new partnerships to help with new mission.

However, MSS first must determine the mission and the direction MSS wants to go. Each Commissioner should have a copy of the Missions and Values for Metro Social Services in there board packet. This information is subject to change according to the direction MSS moves in during the Strategic Planning sessions.

Renee stated the next goal for MSS is to meet with a facilitator that will help us take those prioritized items and look at how MSS develops goals. Then the ARC committee will be responsible for carrying out some of these goals and measuring the outcomes. Renee further stated that Bloomberg was impressed with the MSS staff meetings and the way staff participated and shared information along with the Mayor's office.

Renee closed with thanking the Commissioners for taking time out of there busy schedules to attend today's Metro Social Services Board of Commissioners Retreat. Renee stated that she will keep the board informed and also requested input regarding the direction of the agency.

Commissioner Harris called for the meeting to be adjourned.