

The Behavioral Health Board of Cuyahoga County (working title)

**Site/Location Review Committee
AGENDA**

**Tuesday, March 18, 2008
4:00 p.m. - 7:00 p.m.**

**ADASBCC Offices
Rockefeller Building, 3rd Flr.
614 W. Superior Ave., Cleveland**

Board Members

Eugenia Cash, CCCMHB
Darlene Darby Baldwin, ADASBCC
J. Robert Fowler, Ph.D., CCCMHB
Kathryn Gambatese, Chair, CCCMHB
Russell E. Johnson, Chair, ADASBCC
L. Douglas Lenkoski, M.D., CCCMHB
Mary McElrath, ADASBCC
Barbara E. Saltzman, Esq., CCCMHB
Terrance Wilkinson, ADASBCC

Directors

William M. Denihan, CCCMHB
Russell S. Kaye, Ph.D., ADASBCC

1. Welcome and Introductions
2. Review and Approval of Minutes of February 19, 2008 Meeting
3. Executive Partnering Session, facilitated by Project Management Consultants

Guests: *Steven Zannoni, PMC*

Helen Jones, Recovery Resources

Margaret Roche, Stella Maris

Michael Smith, Fresh Start

Roxanne Wallace, Community Assessment and Treatment Services

4. Square Feet / Annual Cost Discussion
5. Other Business

Next Meeting: Tuesday, April 1, 2008, 4:00 p.m. - 6:00 p.m., ADASBCC Offices

List of Active Items for Continuing Discussion in Future Meetings

- Fund Development Sub-Committee
- Staff / Consumer Survey

CONSOLIDATION SITE REVIEW COMMITTEE MEETING
March 18, 2008

Board Members Present:

Kathryn Gambatese, Chair, CCCMHB
Eugenia Cash, CCCMHB
Darlene Darby Baldwin, ADASBCC
Robert Fowler, Ph.D., CCCMHB
Mary McElrath, ADASBCC
Barbara Saltzman, CCCMHB
Terrance Wilkinson, ADASBCC

Board Members Absent:

Russell E. Johnson, Chair, ADASBCC
L. Douglas Lenkoski, M.D., CCCMHB

Directors:

William M. Denihan, CCCMHB
Russell S. Kaye, Ph.D., ADASBCC

Guests:

Helen Jones, Recovery Resources
Margaret Roche, Stella Maris
Mike Smith, Fresh Start
Roxanne Wallace, CATS
Steve Zannoni, Director of
Project Management Consultants
Alice Ake, PMC

The meeting was called to order at 4:20 p.m. by Kathryn Gambatese, Chair, CCCMHB.

Minutes – The Committee reviewed the Minutes of the February 19th meeting.

Upon motion of Darlene Darby Baldwin, seconded by Terrance Wilkinson, and unanimously carried, the Minutes of the February 19th meeting were approved as submitted.

Ayes: 7
Nays: 0
Abstentions: 0

Panel Discussion – Agencies were invited to participate in a panel discussion regarding their experiences in building, renovating, purchasing and leasing space. Steve Zannoni had previously sent questionnaires to the agencies to get their input. They were asked to explain their project scope, measurable results, lessons learned, perception (public/internal), and budgetary issues.

Panel members introduced themselves and Steve thanked all for attending. Participating agencies highlighted the following:

Roxanne Wallace, Executive Director, Community Assessment and Treatment Services (CATS)
Roxanne stated that they are currently in the process of building a new women's center. This is a 23,000 square foot building to house residential and outpatient services. CATS is still in the process of raising funds before breaking ground on this project.

In 2003 CATS built a men's residential center. The Board decided to stay in the Broadway-Fleet, Union-Miles area because of the need for services. They drove around the area and looked at buildings. They found an empty building, got a realtor to help negotiate a purchase. They were able to secure funds from the Port Authority. They proceeded to hire a construction firm that managed everything, including hiring contractors, which was not a good experience. It was very costly and the quality of the construction was not as good as they had hoped. They also did not plan for sufficient parking.

Roxanne went on to state that they did not plan a large enough building. They moved in June and by September they were out of space. They should have had a better analysis of their needs. As to measurable results, the building is very user friendly. The staff and clients appreciate the nicer environment. The air conditioning and heating is more efficient.

In regard to the community perception, they had a lot of community meetings to keep the neighborhood advised of their intentions and progress.

Helen Jones, Executive Director, Recovery Resources - Recovery Resources has been involved in a number of capital projects. They acquired a building in Ohio City in 2002 and negotiated a turnkey project for a long term lease. As with CATS, they soon discovered that they had not planned for enough space. If Helen were to do it over, she would have better planning in terms of projected future growth, and would not do another project without a Project Manager. There is a lot of extra work on both the Executive Director and staff when renovating or building a new building, and a Project Manager handles much of the work and is experienced in the issues that will be encountered.

They did encounter some resistance in moving to the Ohio City area. They went to all the City Block Clubs and Local YMCA. They also learned they should have given more consideration to the parking issue, for both staff and clients. Parking is often underestimated. Location on a bus line is also necessary. Helen also suggested that changes not be made in midstream, as they can be very expensive.

Margaret Roche, Executive Director, Stella Maris - Margaret, too, has had extensive experience in capital projects, in both purchasing and renovating. She again reiterated, that it was important to plan for future growth, as well as hire a Project Manager. She suggested having all funding in place and doing the construction in phases. Make sure you know what you want upfront and do not make changes in the middle of the project.

Margaret believes the projects have been a success. The perception from the community has been great, although this could be attributed to a sixty year history in the neighborhood. They had a parking lot added to the center of the buildings which has proven to be wise. She stated that it was important to have plenty of parking.

Michael Smith, Executive Director, Fresh Start – Mike stated that it took him several years to find a facility and he had great difficulty in getting the council person to agree. Council people are very powerful and must be on your side. He encountered extensive stigma against the clients, but eventually the council person agreed. It is important to talk to neighbors, hold public meetings and build trust in the community before proceeding.

Mike stated they were able to partially move into the building while renovation took place on other floors. This also allowed them to phase in the costs. Mike also encountered problems as the local economy slumped during the late 1990's. He also encountered a problem when the title search uncovered some issues.

Steve Friedman, Executive Director, Mental Health Services – Steve was unable to attend the meeting but submitted written information prior to the meeting. Steve found it difficult to find a location for a building because of NIMBY. Steve felt it was important to make sure that the leaders/decision makers are involved in the planning and approval process throughout the project. They also did not plan for sufficient space. He recommended that the Boards be aware of and know the content of not only the contractor's contract but the sub-contractor's contracts as well, and have good lines of communication with labor.

Pat Nobili, Executive Director, Achievement Center for Children – Pat also submitted written documentation. Pat indicated that she had difficulty in the public approval process due to NIMBY. In addition, a nonprofit does not provide property tax income to the city. They did find a site on the eastside but then had to deal with the external perception that they were abandoning the inner city clients.

It appeared that the **common themes** from the panel discussion were as follows:

1. Plan for sufficient future growth. Soon after moving in, agencies were out of space.
2. Make sure there is sufficient free or low cost parking for agencies, staff and clients.
3. Make plans and adhere to them. Do not make changes in the middle of the project, as it is very costly.
4. Hire a Project Manager who has expertise in this field.
5. Get the community, neighborhood and council person's approval before making plans to renovate or build.
6. Location, Location, Location – Get on a bus line for accessibility for everyone.
7. Positives noted were improved client behavior, staff morale and productivity, and safety.

Kathy Gambatese inquired as to what the agencies needed from the Boards. Agencies responded that parking was important and availability of public meeting use space would be helpful. It was noted that agency staff come for meetings and have to wait in the lobby or reception area. It would be nice to have space to mingle and get coffee. The Training Institute provides a vital service to the system and should be retained. Access from the inside and outside, as well as the ability to have weekend and evening events and meetings would be helpful. Agencies often use donations from 12-step groups and services such as consumer operated coffee shops to generate revenue.

Discussion followed regarding the consolidated boards being in a building by themselves, rather than an office building to allow for branding of the organization in the community. Visibility of the facility is important.

Panel agencies agreed that the near east or Westside (between West 65th and East 55th) of Cleveland would seem appropriate for the location, as long as it was on a bus line. Midtown and the Flats were suggested as locations to consider due to the new development and renovation going on there.

Panel agencies were asked how the Boards should address the question of, “why spend dollars on a location rather than programming?” It was suggested that the boards hire a PR person and publicize the importance of a renovated facility for both boards. Since the boards have to find a new location (they have no choice), it should be easier to justify.

Additional advice included the following: If renovation exceeds 2/3 of the cost to build, it is better to build. Make sure that staff know what they can and cannot have input on.

Mr. Denihan indicated that council support can be a dual edged sword. If they are to move from their present neighborhood, it will result in a potential loss in that area. Mr. Denihan went on to state that the goal is to have the cost of the new space be less than the cost of the two boards combined. In addition, it is hoped that there will be no staff layoffs because vacant positions will not be filled. He also inquired as to the process for Port Authority funding.

Everyone was thanked for attending and providing their expertise. It is hoped that the consolidation will bring “a new and brighter day for Cuyahoga County residents.”

Square Footage/Annual Costs – Kathy Gambatese stated that the following issues needed agreement on in order to move the process to the respective boards: (1) That the organizations coexist in one location; (2) That the costs for the consolidated board come in 10% less than the total costs the two boards are currently spending for rent, parking, utilities and maintenance.

Parking needs will have to be considered, with the Training Institute in mind.

There was consensus that the two boards be in one location. In addition, fiscal staff will do an analysis to help determine what direction to take at this point, keeping in mind the goal to keep costs at 90% of what is currently being paid by the two boards.

There being no further discussion, the meeting was adjourned at 6:55 p.m.