Board of Directors Meeting

May 24, 2018 10:00 am
Wildwood All Purpose Room

Board Chair: Cyrus Robinson

Location: Kids Central– All Purpose Room
Present: Mike Jordan, John Cooper, John Aitken, Shalonda McHenry-Sims, Gail Burry, Kevin Sheilley, Kelly King, Chris Langley, Paula Mealy (minutes)

Board Members not Present: Jeff Dawsy, Rodney Rocker, Stephen Spivey, Rebecca Schatt

Guests: Debra Wise-Velez, David DeStefano,

Quorum: Yes

Call to order 10:05am

I. Welcome and Introductions

Welcome and Call to Order at 10:05 am

- Approval of Board Minutes from March
  Motion to approve minutes was made by Kevin Sheilley, seconded by Gail Burry, all in favor and unanimously approved.

- Board Resignations. – Matt Ostrander resigned due to his moving from Leesburg. Matt supplied suggested names of possible board replacements. Cyrus motioned to accept Matt's resignation, Chris seconded, and all approved unanimously.

- 2018/19 Slate of Officers – All agree that more members are needed and all will make an effort to recruit. With Matt's resignation, Finance Committee needs immediate fill-in members as Rodney is only other member of the committee. Kevin will also serve temporarily on Finance committee. Kevin moved to add Gail as interim Treasurer, Chris seconded, all approved. Kevin moved to remove Steve from Finance due to his pending departure. Gail seconded, and all approved unanimously.
- Balance Scorecard – BSC purpose is to incentivize staff and drive performance. There is up to 1% agency performance incentive available, which totals about $700K the budget. There was an expectation that back of the bill funding would cover our deficits. The deficits were due to increases in OOHC costs because of the large increase in children coming into care. KCI took several measures to minimize the deficit including holding positions open for long periods of time; some for a year or more. May 2nd, DCF called to discuss our BSC incentives and called it a bonus; suggesting we eliminate the incentive payments due to the deficit. Allocation of the back of the bill funding for us came out last night. $1.38M was what we got – We needed 2.1M. The difference amounts to our performance incentive money. Mr. Cooper suggested that the Board needs to consider modifying BSC, eliminating the Leadership incentive, and changing agency money to a fixed rate, with line staff and supervisors keeping their incentives. Our incentives are part of our employment contracts, not a bonus as DCF suggests. We are the only agency in the state that uses the BSC – and it has driven our performance results. We expect our deficit to continue for 2-3 more years. Per secretary Carroll, he did not know why we were so shorted in the funding distribution. He has no problem with our approach. John Aitken feels we received less money from back-bill funding because the priority was given to funding the IL deficit. Gail suggested we will get more funds due to deficit next year. John Aitken indicated the criteria will change so the money goes where they want it to. Aitken feels they will use the SC against us next year, but feels this year the issue is the money went to fill the IL deficit. Cooper feels SC is what hurt us this year. Kevin asked, what the Board can do to help the situation? John Cooper suggests a vote to change/restructure BSC measures. Gail asked what if we wait a year to change scores as the Board likes the performance result from utilizing the incentives.

Kevin asked if we can we act on it at the next board meeting as he wants to look at changes suggested in writing, and suggested we do the budget assuming we will make change, but don't vote on it until next board meeting when a written proposal can be presented. The Board was very disappointed in DCF's reaction to our BSC incentives and wanted to challenge it. John Cooper reiterated that we have a year and a half left in our contract. We need to use caution and consider how much we push back and what effect that could have on our renegotiations.

- Diversion Org Structure – We have started on the efforts to bring in house, we met with providers, construction is in progress, and are on target for July 1. PSSF issue – an agreement where no agency can spend dollars for funding new positions. We may have to change structure to create a new organization to pay for services. Without it cost allocation plan will be rejected, and we will be asked how those positions will be funded. John Cooper asked if we can create a subsidiary of KCI , with the same Board. Cyrus proposed, K Sheilly moved. Chris seconded. All approved.

- Finance Items
  a. April Finance Committee Report
  b. 990 – John thanked all committee members for the quick response to the requested review of the 990. He reported that a motion was made by Matt to pass the 990 as presented and it was seconded by Gail, all approved and it was then filed by the deadline.

  c. March Financials – Balance sheet shows a cash balance of $7.7milion. No cash flow issues will exist until the end of next fiscal year. Income statement total revenue bit higher than budget, expenses 241K below budget, no line items are significant off. OOHC over budget by 70K (due to the increase in the number of children in care). We are seeing some flattening and improvement from the high in December. It will be a long time before it evens out but the trend is in the right direction. Mike asked how many contracts we have with providers. Per John Aitken we have about 12, but we have additional homes (about 10) with individual agreements for specials needs kids - SIPP placements (statewide Psychiatric, etc). Also reviewed the Functional Expense statement
  d. Investment Policy was presented for approval. KCI has built a balance of green funds which is now over a $1m and it was suggested by John Aitken that we need to invest some of the funds. Finance committee reviewed at last meeting and motion passed to ask the Board to approve the policy. Gail motioned to accept. Chris seconded and all were in favor. As part of next year's budget, we will provide what portion of the funds will be moved into another investment vehicle. Finance committee will monitor/acquire services of investment advisors. For next year we will probably move some funds into CDs.

  e. Audit Committee Report – Gail reported that the committee met and reviewed proposals from 3 firms and ranked each organization. All were equally acceptable. Price was the determining factor. Purvis Gray was $10-15k under others. Committee recommended to stay with Pervis Gray. Gail moved on behalf of the committee to remain with Pervis Gray. Chris seconded. All were in favor.

- Annual Planning Retreat
  a. Year in Review
     i. Number of kids in OHC increased – 72/m for 6 years, then in 2014 and forward about 100/month kids in care. Last month or so down to 90/month. For group care, 2015/16 shows large increases for kids in group homes, which are very expensive. Saved a significant amount by putting more kids in foster homes that would have

gone to group care if we did not have an increased number of foster homes in the last year

ii. Families served in their homes increasing, preventing kids from going into care.
iii. Young adults served – 70-80 kids currently aged out still receiving services. PES kids getting post-secondary services increasing also. EFC kids in licensed care or IL.
iv. April scores show we have had 3 months with no red measures. 7% measures in red for the year.
v. Adoptions – on track for the target of 175 - next year's goal is 200 adoptions
vi. New foster beds – almost 200 last year. This year behind last year's pace, but on target for lower tier of beds and new foster homes of 90.
vii. Kids seen every month – dropped a bit. No other state is close to FL numbers in seeing kids monthly.
viii. Kids abused in care – numbers dipped due to mistake investigators mad in recording past abuse before coming into care as a current event (recording the date it was discovered instead of the date the event occurred
ix. Re-abuse after case close – last few months have been consistent improvement
x. Reunification within 12 months – 40% currently with many exiting at 12-15 months
xi. Sibs kept together – several very large sib groups this year hurt us in this category. But we are still 10-15% above state average
xii. This year's # homes licensed projected to be 90-92 – second tier
xiii. Sibs kept together – expect to reach top tier - now at 73%
xiv. Aged out kids enrolled in secondary education – expect 94% - top tier
xv. Youth having dental and medical checks – probably will not make this one – The Centers numbers are hurting us and we will miss by a very small percent
xvi. Kids exiting care – reunification – we are above state average – 41.79 – second tier – this score needs more work
xvii. In care more than 24 months – target reduce by 116 – we are at 118
xviii. % with no verified maltreatment within 6mths – only around 5%
xix. Employee learning and growth - both measures are on target
xx. Cost savings in OOHC – We will not make this number – too many kids coming into care

b. Board Survey
  i. Concern over Board meetings attendance dropping
  ii. Concern for adequate membership
  iii. concern for engagement with community
c. Objectives for new year
  i. membership development
  ii. fundraising
  iii. involvement with legislative activities
d. Kevin expressed a need for more representation from counties other than Marion. Kelly agreed and has some ideas. Cyrus suggests approaching various Chamber of Commerce organizations. Debra Velez suggested reviewing past members from other counties to see if they have interest in re-engaging. Gail has discussion with Chamber of commerce lead to drum up names. All current Board members need to help. Suggest Inverness as an area to target as it is close by. Gail is committed to getting some Lake county representation. John Aitken is concerned our accreditation could be affected if we don't strengthen our Board membership. Attendance at committee meetings are spotty. Getting quorum can be a challenge. Matt did provide a very promising list of names to pursue. Chris committed to asking around Citrus and Lake. Deb Wise committed to approaching Chamber of Commerce. Kevin asked for a write up to share with people – an elevator speech to use for recruitment.

Deb has some statistics that she often uses and will share those with the group. Gail suggests sending every board member packet to use as a recruitment tool , including an application, and talking points. Something to share.

e. FY17/18 Prevention Highlights Deb Wise
    i. We are leading the state with our prevention work. Neighborhood centers are placed in areas of highest abuse and neglect in our community. We are assisting with GED resources, VPK resources. Big partnership with Langley Medical mobile unit to provide medical, dental, wellness checks. We help to create resumes to aid in job searches, Healthy Start and MIECH-V (working with mom's after pregnancy, breast feeding, ween off smoking, parenting class, car safety). We have the only COAA accredited Healthy Start program in Florida. Contract values almost $2M. MIECH-V has been funded for 5 more years. MIECH-V program provides long-term family support up to several years, whereas Healthy start is short term.
    ii. Kinship lost 1.5 FTE but we suffered no loss in services. Only 3% of Kinship kids end up going into care. Kinship Provider Testimony video was viewed. It makes a plea for the program not available in rest of Florida to be expanded into other areas as it provides a much-needed service to families. Per Cooper, legislation was passed to help other agencies do what we do. We do beyond what the legislation dictates, but it's a beginning. We are the only COAA accredited program.
    iii. Education program – We have an educational liaison to advocate for a child's special needs, improve educational outcomes, increase collaborative efforts, plan for educational stability/consistency. 60 percent of kids nationally in foster care do not graduate from high school. Every child move loses 4-6 months of educational progress. Highlights include we conducted 584 staffings, implemented ESSA, provided educational advocacy for over 400 kids, attend over 70 school meetings for IEP and educational needs. CBC Integrated Health provides a great amount of our unrestricted funds.

f. FY18/19 Priorities –
    i. Safely reduce OOHC kids in care - (permanency in 12 months, increase adoptions, increase diversion transition
    ii. Family First Prevention Services Act (FFPSA) – part 2 made clear they do not want kids in group care, foster instead – limits duration of how long a child can be in foster care. We will need many more foster homes (teen bed focus, update our marketing plan and strategies, new Leesburg Resource Center should help, Operationalize CBCHA (community based Health care)
    iii. Need to increase the number of kids exiting the system – In 2014 a trend started with more kids coming in than exited the system. Exits are one way to reduce the number of kids in care. We had thought judges were holding up court orders, but it's the attorneys that are behind, not judges. We will have to do more with same amount of funding, (actually less money due to deficit).
    iv. Family First Prevention Services Act – signed Feb 8, 2018, it outlines how and when Title IV-E funds can be spent. We will now be able to use funding if child is in imminent danger of coming into care. Must be evidenced based. Effective 10/1/19 – existing waivers go away. Funding can be used for behavioral health services, substance abuse treatment, etc. By 2026, half of state's expenditures must be used for "well-supported Practices". Part 2 limits group homes – it only covers first 2 weeks in group care, with the exception of pregnant teens and HT kids, who can stay longer. Group homes must be accredited and must have a nurse. Cost will go up dramatically. Group Homes can delay implementation 2 years, but IV-E funding will stop. There is concern that there is not enough time to implement.

v. Last year 150 kids were in group care. Now about 8.2% of our kids in group care.
vi. Number of new beds/homes last year - 101 homes 192 beds. This year we expect 90 new homes /160 new Beds.
vii. Diversion Programs like Nurturing parent and Family Connections coming in house July 1. Two certified trainers from those programs will be joining the staff.
viii. Kevin suggested that for RFPs, the Board may be able to help with suggestions for additional companies to provide even more competitive proposals.

Motion to adjourned was made by Kevin, seconded by Chris, all in favor, adjourned at 1:58pm

The next meeting will be July 26 from 12:30 pm-2pm.