

Board of Directors Meeting Minutes

May 26, 2022, 10:00 am

Meeting Date: May 26, 2022

Chairman: Mike Jordan

Location: Via Zoom

Present: John Cooper, John Aitken, Paula Mealy (minutes), Mike Jordan, Gordon Johnson, Lisa Alexander, Shalonda McHenry Sims, Janice Johnson, Brad Rogers, Rebecca Schatt, Lance Kinney, Mark Imes, Kevin McDonald

Board Members not Present: Bobby James, Anthony Piarulli, Mark Wickham, Diana Brown, Matt Bartoli

Guests: Veraunda Jackson (KCI Chief Legal Officer), Jessica Gilbert (Director, Community Affairs), Billy Kent (Director of Planning and Special Projects), David DeStefano (Chief of Strategy)

Quorum: Yes

Call to order May 26, 2022, at 10: 03 am

❖ Annual Planning Retreat

- Board Self-Survey Results – Dave reported that the survey was designed to meet all accreditation standards. Very good response. Improvements in all areas were noted. Mike commented regarding the improvements made in the survey content and thanked Dave for all his help in the re-design.
- Year-In-Review – John Cooper reviewed our system of care– chart 1- a 16-year journey – We have less kids in care now, but our number of foster homes have dropped and so have our number of group homes. Permanency dropped due to court system issues and COVID impacts. Courts created some problems by requiring sibling visits for a new baby that has been awaiting TPR in court for over a year. When TPR occurs, now there will be trauma for the other siblings, when if the TPR had occurred, the visits would not have been ordered.

Slide 2 depicts kids in foster family care versus facility-based care. The large increase in foster care in 2020 and 2021 was due to level 1 licensing included that used to be counted as relative care. The next slide looks like there are less kids in Relative Care, but that is because some moved to Level 1 Licensing. The following slide – families served in the home - (Blue line), and young adults receiving services (Orange line) actually shows that more teens have been adopted and that is why this number is going down.

We finalized 307 adoptions last year and are estimating around 250 this year. The drop is related to COVID as the courts completed less TPRs. However, the Community based care story also shows that there are less kids in care since going to that model of care, and some kids are going home sooner than before, and more kids in care are being adopted. Less kids aging out of care also correlates to less ending up in trouble as adults. Veraunda addressed a question about the possibility of getting help into the court system by bringing back retired judges. One retired judge has been in Citrus County helping out that area and will be coming to Marion to help once Citrus has caught up. John noted that requests for hearings today are placed on the Marion docket for Jan/Feb of next year. They are still looking for a senior judge willing to step in and help.

For the first year since we have been tracking, we have lost more foster homes than we gained. COVID contributed greatly to that problem. WE are just now starting to get an increase in the number of inquiries. John just had a meeting this week with Mayor Guinn who want to help us recruit new foster parents.

New Contract measures – effective since March 1. Hitting target in 8 of 14 measures. Permanency in 12 months is not being met - the Courts System affected this greatly. Also, the new measure “Visited parents

Board of Directors Meeting Minutes

May 26, 2022, 10:00 am

monthly” combines mom and dad and needs to be delineated. Dads are characteristically in jail or not found, and it will affect the numbers greatly - we are trying to get DCF to separate parents for that reason. Number of Moves are also affected as there are less group homes to put kids in. Additionally, COVID caused many moves as well as tough cases. The next measure (Kids placed with relatives) is problematic because it is set at 65% goal, which is an unreachable number. We have always led the state, and that measure has never been 65% across the entire state. The number appears to be arbitrary.

The Quality Measures are brand new – We need time to determine how we are doing in these.

Community Affairs - Even with the pandemic, we had some good community events that were well attended. HALO was canceled multiple times for the safety of our families, and it is now planned for July 30th, at Brownwood. We expect it will be a spectacular event and hope for good Board attendance. Our CARES event was a great success and was well attended by board members.

Healthy Start and MIECHV are back to visiting families live. WE completed 7000 units of service to 2800 clients.

Family Preservation – need to grow this program due to FFPA Act – last year the program decreased (COVID related) - will focus on growing this coming year

Kinship – Program is being evaluated now for becoming an evidenced based program. We appear to be fully compliant – they are analyzing data now.

Resource Center – 315 families/635 kids assisted. Received a \$9K grant from New Covenant United Methodist Church. Using those funds, we purchased items for families (refrigerator, dance lessons, beds, and supplies for adult education). Our foster parents are asking for help with finding formula for babies. We moved the Wildwood Service Center to Brooksville as the current building is being taken down.

John met with Mayor Guinn/Ocala on “social determinate of health” to get a federal grant – we offered to help Marion County apply for it and will get an answer in next few days if they want our assistance.

508 Staffings were completed by the Education Dept lasty year.

Licensing level 1 needs improvement. Licensed 127 but should be many more – working on improvement.

Quality Management – AARC was launched – but not fully effective yet. Getting us ready for COA Reaccreditation. KCI was also selected for federal CFSR review - bad timing as COVID will dramatically effect results. Lisa mentioned that the individual/real life stories provided by John Cooper help the committee to understand and share with others real examples of what we do. Board Chairman Mike wants to review the draft of the annual report and wants to provide input prior to finalization, so that the Board can feel good about sharing the results.

- SWOT Analysis – We brought in some of our partners to provide input. Dave shared slides of strengths, weaknesses, and opportunities that resulted from that session. Weaknesses include the number of children in Out of Home care, case management caseloads, general recruitment and attrition across the nation, shortage of medical and foster homes, timeliness of FSN updates, and overall performance on contract measures. Most of these can be directly related to COVID and staffing shortages. Getting those 2 things under control will make a huge difference.

Board of Directors Meeting Minutes

May 26, 2022, 10:00 am

- FY 22/23 Priorities – John Cooper discussed the draft that will then drive objectives, tasks, and measures. He noted that we need to reimagine our intake process and make more efficient, identify new evidenced based practices, and capture every weakness identified into an area to focus on.
 - KCI Playbook - John distributed a draft of a flyer to go to staff. It will be a constant reminder where they will see our mission and values first. Then, our 4 top priorities and goals. John passed out our key strategic priorities and discussed each one. Strategic priority 2 – it's important to mention there is no preference given to Marion Case Management. KCI provides the same opportunity and investment in all of case management. John asked if the Board is all ok with the direction we are heading in. It was decided that Lisa and the Quality Team will give final input.
 - CEO Evaluation – KCI staff took a break and left the room while Board members had a discussion to review the summary input given by board members. In all it was a highly complimentary positive review of John's performance which Chairman Jordan will convey to John in a separate meeting. Some suggestions were provided for not only John but for the entire board, including: a desire to receive the Board packets sooner for advance review, a greater use of the board members for planning purposes, board involvement in working towards a greater visibility of KCI within our community, and greater collaboration with our partners (others involved in Dependency) throughout the year. Also, there would be benefit to an increased opportunity for staff to present and interact with the board for purposes of board education as well as growth of staff (Specifically members Gordon Johnson and Mark Imes are interested in mentoring staff in how to effectively present to a group).
 - Chairman Jordan also complimented the board for many successes this year - Gordon Johnson and team for their work in the changes to the Board Survey questions as well as the CEO Review, and Lisa and team for the excellent Quality Committee work. In general, there were several new board members added who have connections within our various communities. Mike also mentioned the need for an increase in representation from Hernando and Citrus Counties as new board members are considered.
- ❖ May 2022 Board Meeting
- Chairman's Remarks
 - Approval of Board Minutes from March 2022 - Gordon moved to approve the minutes, Brad seconded the motion. All were in favor and unanimously approved.
 - April Executive Committee Minutes – were viewed and discussed.
 - Member Annual Forms Update – Paula distributed and requested return by end of the day.
 - Current/Proposed Slate of Officers – 2022/2023 Discussion – Bobby resigned due to family reasons. Janice has concerns about her ability to continue due to family illness and does not feel she can commit to being an officer. She was asked to continue as a general board member and agreed. Lance was approached about becoming Chair. He is interested but wants to vice-chair for a year first. Therefore, the nomination committee so moved to continue with Mike as Chairman, Lance as Vice-Chair, and Mark continue as Secretary/Treasurer. Mike moved to second the motion, all were in favor and unanimously approved.
 - President's Report
 - Legislative Update/Funding and Priorities – John reported we were pleased to have received more funding than we asked for. Given what we can carry forward, add \$10+ million and carry forward

Board of Directors Meeting Minutes

May 26, 2022, 10:00 am

another \$2.5 million, there is concern about legislature saying they gave us too much. It will take a while to staff up. We will leave lots on the table because it will take time to do the right thing and not just spend randomly. We need time to find the right vendors, for example. 7 of 12 staff trained in the Diversion programs left. Some of these folks are paid much more by DCF and folks are leaving to take those jobs. Our money is allocated monthly, so we could not spend until we build up enough reserves. It's a new problem that we never had before. We don't want to leave the wrong impression or for the Legislature to be surprised. Our messaging to the local delegation will be very important. Looking at adding support positions for case managers, like paraprofessionals and clerks to assist in scanning. These positions are still tough to fill, even at \$16/hour.

- Policy – 3 bills passed
SB 7034 – Enhanced Benefits to relative Caregivers – once adjudicated will be same as level 2. Also increased Childcare subsidy of \$200/month/child as of Dec 2021 to help pay the Foster Parent portion of childcare expense from birth until they enter school. It also expanded the College Tuition Waiver to kids in Guardianship. All this was to reduce the financial burden on Foster Parents who open their homes to our children.

HB 0893 – Suitability Assessments – DCF can place children in their care in therapeutic group homes for residential mental health treatment without court approval. DCF, rather than AHCA (Agency for health Care Administration), can assign the evaluators to determine suitability for a higher level of care.

HB 7065 – Dual Served Children – DCF/DJJ - required to meet the needs of children involved in both systems within a specified period of time. The information required for the transition plan is revised. It also requires certain father engagement activities and implementation of the responsible father initiative. (This initiative is not totally defined at this time).

➤ Finance Items

- Approval of 990 – All Board members were provided a copy to review in advance of this meeting. The 990 was submitted on time. A motion to approve the 990 was made by Janice, Brad seconded the motion. All were in favor and unanimously approved.
- April Finance Committee Report was reviewed by John Aitken. The committee motioned for approval, and it was seconded by Becky. All were in favor and unanimously approved.
- March Financials – reviewed by John Aitken – Management and general expense were \$1,860,486, which was 4.05% of total expenses.
- FY 22/23 Budget Continuation was needed as DCF has not provided final funding information. Lance motioned to accept the budget continuation proposed for the next 2 months. Brad seconded the motion. All were in favor and unanimously approved.
- Approval of Healthy Start Balance Score Card revision – Although most measures were able to be met working remotely during COVID, one was impossible to achieve. Getting additional staff certified as Lamaze instructors was not possible due to no training being available during the COVID spike from the new variants. We therefore asked for it to be removed as a measure. The plan is to move this requirement to the new year. Kevin motioned to remove the measure and it was seconded by Janice.

Board of Directors Meeting Minutes

May 26, 2022, 10:00 am

All were in favor and unanimously approved.

- Reserve Cash funds - John Aitken reported as of 3/31/22, unrestricted cash reserves totaled \$2,260,753. Half is invested in a mutual fund and experienced a large loss when the Federal Reserve announced a very aggressive plan to raise interest rates. The plan is to sell, and we anticipate a \$45K – to \$55K loss. John also discussed our need to move away from using Wells Fargo as they continue to struggle with personnel and service levels. The Committee is looking at options. We are looking a select number of banks (3 specifically) - South State, Regions, and Citizens First. Citizens was chosen as an option due to helping us at last minute with the PPP loan when Wells Fargo could not, and others were chosen due to their local presence.
- Gordon asked if KCI would still support an annual contribution to the Sophisticated Gents – John responded that the request should go to the Finance Committee for consideration.
- The Community Development Committee is working on our HALO event to recognize our foster parents. It is planned for 30th of July and is about to be finalized. There is no speaker confirmed yet, but John has spoken with Erin Jackson, and she is available. Jessica is working to help solidify and Brittney Bowe may also be able to join her. All Board members were asked to please consider coming to HALO event which will be at the Brownwood Hotel and Conference Center. It will be an amazing event. We need the Board to show their support and show up. Jessica will get sponsorship forms for members to give to folks they know to gain support of this event. Jessica is also working with Keith Gold on a plan for the new year.

Brad mentioned that the Community foundation of Ocala has \$2M available for non-profits and the deadline to apply for the grant is this week. John is concerned given our latest additional funding, but if we can use as non-restricted funds, like for HALO for example, it would be of benefit to apply.

- Quality Committee – Lisa reported they have been involved in multiple key initiatives, including the court backlog as well as working with John on KCI Strategic Business Plan.

Next Meeting – July 28th, 2022 - 12:30 p.m. until 2p.m.

Wildwood Large Training Room, 901 Industrial Drive, Suite 200, Wildwood, Florida 34785

Meeting adjourned at 1:19pm p.m. by Chairman Jordan.