

Board of Directors Meeting Minutes

January 25, 2024, 12:30 pm

Meeting Date: January 25, 2024

Chairman: Lance Kinney

Location: Kids Central Board Room

Present: John Cooper, John Aitken, Paula Mealy (minutes), Diana Brown, Lance Kinney, Mark Imes (by phone), Kevin McDonald, Elizabeth Thompson, Matt Bartoli (by phone), Gordon Johnson, Stephen Spivey, Mark Wickham (by phone), James Nations (by phone), Anthony Piarulli (by phone)

Not Present: Rebecca Schatt, Carly Sayles, Brad Rodgers, Shalonda McHenry-Sims (COO)

Guests: Veraunda Jackson – (KCI Chief Legal Officer), Melinda Bozeman (DCF – via phone), Jessica Gilbert (Director, Community Development), Brian Preston (Foster Parent)

Quorum: yes

Call to order January 25, 2024, at 12:35 pm

I. Chairman's Remarks

- a) Introductory Remarks - Lance opened the meeting and expressed his appreciation to all serving on the SIC work groups. He has seen a great deal of commitment and passion within the team as they kick off this very important work. Additionally, even though she could not be present today, John took the opportunity to recognize Shalonda on her 20-year anniversary with Kids Central. Her amazing amount of dedication to KCI is displayed daily. He also commented that she is undoubtedly the hardest working employee at KCI. Diana and several other board members echoed John's sentiments. She has been an amazing source of wisdom and that KCI has been blessed to have her on board. Mark Wickham, as CEO of YFA stated that he has been honored to work with her. Congratulations Shalonda!
- b) Approval of December Minutes – Kevin moved to approve. Gordon seconded the motion. All were in favor and unanimously approved.

II. President's Report –

- a) 2023 Performance - John commented on the few areas of greatest concern, which happen to be the same areas that have been an issue for the entire fiscal year. The areas are M3/M4 (Achieving Permanency) and M12(Children placed with Relatives), and M13 (Percent of siblings placed together). Regarding M3/M4 the court system as well as the CMAs own part of the issue. In both areas stabilizing the workforce is paramount to correcting this problem. The measure for Children Placed with Relatives is and has been a problematic target from the start. Even at the state level, this target has never been achieved. We are moving slowly upwards, and are 4 percentage points above the state number, As for Siblings placed together, we are only 4.5% from the target and 2 points above the state.
- b) Legislative Update – SB 536 revised - The bill continues to be modified. It still needs some changes but one of the areas of greatest concern (adding board responsibility/liability for all KCI operations) has been written out of the bill entirely. Regarding the funding model, the Mercer recommendations are still being reworked but as it now stands, KCI would receive additional funding.

Board of Directors Meeting Minutes

January 25, 2024, 12:30 pm

- c) CBC Captive Update on Dissolution - The process is continuing. We are now waiting on Artex to wrap up their work. It's hard to determine if KCI would be getting any invested funds back, as all liability/claims must be settled before that can be finalized.

- d) Circuit 9 ITN - We did submit on Wednesday within the required window. John shared a document he wrote titled Circuit 9 Lead Agency ITN – Highlights. In short it is a summary statement of why KCI should be chosen over other agencies. We do know that Brevard Family Partnership also submitted a bid, but not sure about others. One of the advantages to KCI if we were chosen is that we would then have the advantage of UCF in our back yard in Orange County. The summary highlights 3 areas where we feel we have the advantage over other bidders (Financial Stewardship, Planning and Foundational Groundwork, and Leadership and Experience). John C is confident that we provided a strong case for KCI to be chosen. John A also feels we provided a strong response but is very concerned about the tight transition timeline if we were to win. The current timeline shows an award notification of March 11th, and a Go Live date of April 1st. The complete Document is included as follows:

Board of Directors Meeting Minutes

January 25, 2024, 12:30 pm

Circuit 9 Lead Agency ITN – Highlights

I. Financial Stewardship

- a. Kids Central is willing to infuse a strategic investment of up to \$500,000 to stabilize Circuit 9's system of care.
- b. Kids Central is the only Central Region Lead Agency to not incur a deficit last fiscal year and not project a deficit for the current fiscal year.
- c. Brevard Family Partnership has applied for Risk Pool funding for FYs' 22-23 and 23-24.
- d. Brevard Family Partnership had a budget deficit in FY 22-23 and is projecting a deficit for FY 23-24
- e. Selecting a Lead Agency with back-to-back risk pool applications and 2 years of annual deficits to manage a Circuit currently incurring the largest deficit in the state would be a fiscally risky business decision.
- f. Kids Central's administrative model allows our system to maintain performance and contractual outcomes while historically being ranked at or near the bottom of lead agency funding. (See chart on Page 3)

II. Planning & Foundational Groundwork

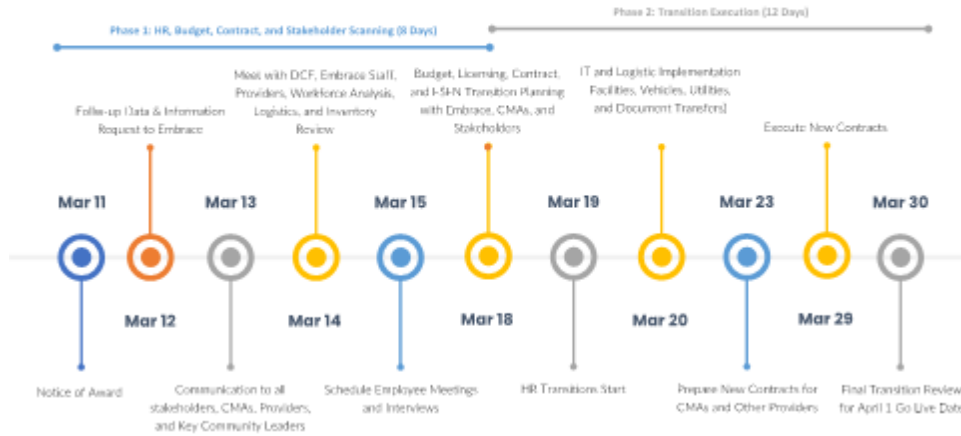
- a. Stability must be prioritized as challenges are identified and defined. A systems evaluation approach will be used to understand the existing relationships and their impact on the strategies, outcomes, and stakeholders across the system of care.
- b. We will elevate the importance of understanding contextual factors and relationships to help define the "what and why" of what happened. As a neighboring lead agency, Kids Central has a reasonable understanding of the challenges, but that understanding should not replace real root cause analysis.
- c. Simultaneously, Kids Central will focus on the health of the organization and work to restore an organizational culture. The last year has understandably had an impact on staff at Embrace. Our system of care evaluation and new strategies derived from the review will work to build and instill an improved culture.
- d. To prepare for a potential transition in Circuit 9, Kids Central has identified community leaders Orange, Osceola, and Seminole Counties to gauge their interest in serving as members of Kids Central's Board of Directors representing the expanded service area.
- e. Kids Central is committed to embracing the evolution and continued improvement of the community-based care model by ensuring best in class stewardship and community engagement.

Board of Directors Meeting Minutes

January 25, 2024, 12:30 pm

Implementation Timeline

Orange and Osceola



Lead Agency Funding Comparison									
Avg # of Monthly Service Units From 1/1/23 - 12/31/23									
	Out-of-Home Care 60%	In-Home Care 25%	Family Support Services 15%						
2023									
Lead Agency (CBC)	OHC (avg monthly count)	In-Home Care (avg monthly count)	Family Support Svcs (avg monthly count)	Weighted Service Count	*Core Funding FY 23-24	Weighted Funding Comparison	FY 23-24 Rank	Workload %	Funding %
Family Integrity Program	65	42	24	53	\$ 7,699,906	\$ 145,007.65	1	0.33%	0.85%
Citrus Health Network	1278	322	160	871	\$ 76,560,755	\$ 87,869.57	2	5.47%	8.48%
Kids First of Florida, Inc.	203	99	4	147	\$ 12,548,710	\$ 85,278.36	3	0.92%	1.39%
ChildNet-Broward	1058	488	25	761	\$ 61,075,051	\$ 80,303.79	4	4.77%	6.77%
Community Partnership for Children	785	386	195	597	\$ 43,522,159	\$ 72,931.98	5	3.74%	4.82%
ChildNet-Palm Beach	838	449	146	637	\$ 38,309,416	\$ 60,145.09	6	4.00%	4.24%
Communities Connected for Kids	509	323	141	407	\$ 24,428,710	\$ 59,977.19	7	2.56%	2.71%
NWF Health Network - Circuit 1	1193	756	205	936	\$ 55,190,959	\$ 58,993.06	8	5.87%	6.12%
Childrens Network of SW Florida	1126	685	459	916	\$ 53,975,790	\$ 58,944.84	9	5.75%	5.98%
Family Support Services of North Fl	1017	606	621	855	\$ 49,260,445	\$ 57,624.67	10	5.36%	5.46%
Safe Children Coalition	807	302	368	615	\$ 35,001,619	\$ 56,922.46	11	3.86%	3.88%
FSS Suncoast	2175	872	458	1,592	\$ 87,745,927	\$ 55,127.18	12	9.99%	9.72%
Embrace Families	1639	565	120	1,143	\$ 61,131,448	\$ 53,499.71	13	7.17%	6.77%
Brevard Family Partnership	775	281	329	585	\$ 29,408,457	\$ 50,305.26	14	3.67%	3.26%
Partnership for Strong Families	889	372	15	629	\$ 31,518,825	\$ 50,137.32	15	3.94%	3.49%
NWF Health Network - Circuits 2 & 14	914	621	92	717	\$ 35,664,770	\$ 49,710.46	16	4.50%	3.95%
Heartland for Children	1318	546	129	947	\$ 46,910,312	\$ 49,554.02	17	5.94%	5.20%
Childrens Network-Hillsborough	2199	800	52	1,527	\$ 75,618,236	\$ 49,514.30	18	9.58%	8.38%
Kids Central, Inc.	1659	694	193	1,198	\$ 55,101,217	\$ 46,000.10	19	7.52%	6.11%
	20447	9209	3736		\$ 880,672,712				

e) Retention and Recruitment Tracking – John reviewed the updated chart. 52 of 68 positions have been filled, but only 40 have been fully deployed, with the remaining partially deployed, in training or awaiting training. The biggest concern is that the flow of applications has slowed down significantly, and the quality of candidates we do see is not high. Many applicants we receive are not qualified for the available positions.

III. Operations - Shalonda was not present for the meeting. John explained that the 25 total new foster homes this fiscal year is well below even the lowest tier of the target. 80.5 adoptions have been finalized to date and this is also far below where

Board of Directors Meeting Minutes

January 25, 2024, 12:30 pm

we should be as the target is 250 for the year and we are halfway through the period. Lake and Sumter counties are the most behind, primarily due to the difficulties in working with an entirely new, inexperienced staff. John also reported we are 60-90 days away from the opening of the new Lake County Clermont office.

John C. also updated the board members on the 2 foster children reported missing from their foster home in Lake County today. Bio parent had been doing visits at the foster home, and the bio mother apparently took the children from the home overnight. An Amber Alert was issued. An investigation is in progress.

IV. Financial Report

- a. November Financials – Kevin walked briefly through the financials. Revenues are about \$54K behind budget. Total contracted expenses are within \$500K of budget with Out of Home Care Payments being the major cause of the overage. John C explained we did make a \$400K cut in the first quarter, but at this point we are projecting a small deficit. At the next Board Meeting we will have a revised budget to bring expenses back in line.
- b. Finance Report - No Meeting of the Finance Committee was conducted in December
- c. John A. reported that our work on the Financial Review was completed, and the results submitted to DCF. DCF did conduct interviews with some staff and Board Members during this process. We do anticipate there will be some findings out of this process. One finding is that the Review Firm DCF hired indicated our contract with CBCIH should have been counted as “Other Program Revenue”. We disagree as do other CBCs across the state. That contract is our largest source of unrestricted funds. It would take all KCI’s flexibility away. The firm also questioned our decision to bring Marion Case Management in-house. Given The Centers (the company holding the Marion contract) was acquired, and we would not be able to just transition case management to the new owner, we did not have time to re-bid the contract. Moving in-house was the logical solution. As a sidebar, if SB 536 passes as is, we may have to rebid that contract anyway.

V. Other Committee Reports

- a) Executive Committee – This was a special off-Schedule meeting for the sole purpose of Discussing status of the Circuit 9 ITN. All details are documented in the minutes of the report. In short, the team was in the last phase of review of the document to be submitted, and we anticipate meeting the deadline for submission, which is Wednesday at 2pm. John reported he spent a great deal of time meeting with stakeholders in Orange and Osceola counties and did receive several letters of support. John also had discussions with 4 people from Orange and Osceola who are interested in joining our board should we be awarded the contract.

The current holders of the contract (Embrace) is \$13M over budget. John explained the greatest reason for the overage is that Embrace has a very heavy management layer that we would eliminate should we win the contract. We have produced a proposed budget that shows we would be in line with funding.

John A expressed his greatest concern is there is very little transition time built into the plan. March 11 is set as the contract award date and April 1st is the contract start date. John C.

Board of Directors Meeting Minutes

January 25, 2024, 12:30 pm

added that he has never seen a contract award with that small a transition time allotted.

- b) Strategic Innovations Committee Report – December Draft – Diana discussed briefly noting the 4 areas that will be their focus going forward, each with its own work group. 1) Revise/Implement a Formal Recognition Program, 2) Develop a Foster Parent Advisory Committee to increase communications, 3) Host a series of count level prayer breakfasts with faith leaders, and 4) Recruit Adult and Peer Mentors for Youth.

KCI staff and Board members have been assigned to each work group. Future Committee meetings will focus on these 4 work groups and their progress.

- c) Community Development – Events Coming up:

Home for the Holidays: The event took place on December 15th, 2023, at the Ocala Courthouse, where nineteen children celebrated their adoptions into their forever homes.

Casino Royale: Boot Scootin' Boogie: February 23rd, 2024, at the Ocala Downtown Market – all board members are asked to spread the word and assist us in finding some quality sponsors for the event.

HALO Awards: 70's theme – June 1st, 2024, at the Brownwood Hotel and Spa

CARE Awards: October 11th, 2024 at Circle Square, Ocala

Fundraising: as of December 2023: \$19,458

VI. Unfinished Business / New Business – None

The meeting was adjourned at 2:05 p.m.

Next Meeting – March 28th, 2024 – 12:30 p.m. until 2:00p.m.

Wildwood Board Room, 901 Industrial Drive, Suite 200, Wildwood, Florida 34785