

Board of Directors Meeting Minutes

May 23, 2024, 10:00 am

Meeting Date: May 23, 2024

Chairman: Lance Kinney

Location: KCI Board Room

Voting Members Present: Gordon Johnson, Brad Rogers, Rebecca Schatt, Lance Kinney, Mark Imes, Kevin McDonald, Anthony Piarulli, Matt Bartoli, Stephen Spivey, Jim Nations, Liz Thompson, Carly Sayles

Non-Voting Members Present: Mark Wickham (by Phone), John Cooper, John Aitken, Paula Mealy (minutes)

Board Members not Present: Shalonda McHenry Sims, Diana Brown

Guests: Veraunda Jackson (KCI Chief Legal Officer), David DeStefano (Chief of Strategy)

Quorum: yes

Call to order May 23, 2024, at 10:00 am

❖ May 2024 Board Meeting

➤ Chairman's Remarks

- Approval of Board Minutes from March 2024 - Mark moved to approve the minutes, Kevin seconded the motion. All were in favor and unanimously approved.
- February Executive Committee Minutes were viewed and discussed.
- Board Education Segment – Steve Lovely (Security) - this segment was postponed as Steve had to be at the new Lake Case Management office for an inspection.

➤ President's Report

- HALO video – John shared fun video created for viewing at the HALO event.
- Spartan Fund Raiser – This fund raiser's proceeds will fund 2 foster or adoption family visits to Disney; winners to be selected at the HALO event June 1st. John will race a professional athlete. This CEO challenge may include a few other participants as well – (Mayor of Ocala and Ocala Police Chief are considering) This DEKA Fit Challenge to take place Sept 7 and 8 (Sat and Sun).
- Clermont Office Update – The office is located on Citrus Tower Blvd. John and Diana have visited multiple times during construction. Expect to move in early June.
- May Meeting with DCF Secretary Harris – John discussed several changes in KCI's Performance measures; Some to align with federal metrics, and some to adjust unobtainable goals. The combined parent visit contact was eliminated. The Permanency in 12 Months metric was reduced as were a few others.

The Secretary also discussed High-End kids (APD diagnosis, DJJ involvement). Over \$20M spent in Out of Home Care - double what we spent 3 years ago; mostly due to group care high-end placements. Secretary Harris stated we must serve our core need - Out of Home Care. To submit a balance budget next year, we must cut some Prevention funds. We also cannot have over 35% in direct services. We must either contract out Marion Case Management or cut funds from Prevention Services. Many agencies have stopped doing case management, mostly due to the large liability risk. Secretary Harris reiterated that we must concentrate on our core population and contract – not extra services.

She also talked about FFPSA – they are ending the IV- E claim. It's been 5 years and FL has not claimed any of the funds and many other states have not either (due to the cumbersome process). Only a few states have submitted claims for the funds. John C will be suggesting changes in the process that may fix the problem.

Board of Directors Meeting Minutes

May 23, 2024, 10:00 am

The Secretary also just put in place a policy where removal of a child age 13 years or over has to be approved by Local DCF management and , age 15 and older requires regional approval.

The Department's Quality model is cumbersome. This model is sunsetting and a new process will be used.

- Lutheran Family Services Employee – John C. shared the video from the Lutheran Case Management office where a case manager was arrested and charged with a felony for lifting a child and placing her on a couch when the child was having a tantrum.
- Marion Case Update – Regarding a case where a child was reunified with the dad after the 4-month-old child had been in the aunt's care since birth. Dad had completed his case plan, Mom had not. Proper procedures were followed regarding the reunification. 2 weeks following the reunification, the child died, and drugs (Fentanyl) were found in child's system. Social Media reported inaccurate statements regarding the case. The case manager of 3.5 years resigned even though the reports were properly completed. Case Management had visited 6 times in the last few weeks. The Case was progressing as it should. Court followed correct process. Dad completed his case plan, so he gets custody. The aunt was at reunification hearing and did not speak up or object in court. KCI followed the law, and the child was reunified.

➤ Finance Items

- April Finance Committee Report was reviewed by John Aitken and Kevin McDonald. Eric Beck provided update regarding insurance market conditions and our renewals. Higher increases expected on the Professional Liability, Sexual Abuse, and Auto liability. ANI remains committed to work with non-profits, but due to higher risk, there will be higher premiums.

March financials were briefly reviewed, and the previously amended/approved budget discussed. We cannot present the new budget until DCF provides KCI with the information needed.

Steve motioned for approval of the Finance Report, and it was seconded by Liz. All were in favor and unanimously approved.

- 990 approval – everyone received copy by email -no significant questions arose. Kevin moved to ratify 990 and Mark seconded the motion. All were in favor and unanimously approved.

Lunch break – KCI participants were dismissed for lunch while the Board finalized the CEO Annual review and conducted a closed meeting. This will result in a final performance review that Chairman Kinney will present to John Cooper in the next few weeks. Items covered during the lunch session included:

- Gordon suggested we consider updating the questions on the CEO survey to reflect today/current situations (like the questions related to COVID during that period)
- Gordon also suggested surveying employees regarding KCI leadership
- Mark mentioned the need to keep the board updated on KCI succession planning, and the need for reporting regarding the results of prior years' goals
- There was lengthy discussion regarding legal “bottlenecking” and the need to get ahead of this. The recent case in Marion was discussed and was addressed by Steve, given his vast experience in these matters.
- Suggestions:
 - Timely case plans – how to do so?
 - Explanations on prior evaluation plans that did not work
 - How do we put more pressure on the legislature?

Board of Directors Meeting Minutes

May 23, 2024, 10:00 am

- Can we get someone from the Coalition for Children involved in our meetings or at least be available for questions.

❖ Welcome to Annual Planning Retreat

➤ Chairman Remarks

- Annual Forms update – Paula distributed forms along with instructions for completion and asked for forms to be turned in at end of the day, if possible
 - Board Structure – Lance submitted his resignation from the Board - Liz moved to Accept the resignation. Jim seconded the motion. All were in favor and unanimously approved.
 - Bylaws Review Committee - John requested volunteers for a committee to review the Bylaws, including requested changes, as well as any others they suggest. Steve and Jim volunteered
- Year-In-Review – John Cooper highlighted all charts depicting the year’s accomplishments and challenges. About a week ago, John met with Secretary Harris, and she commented that KCI has a very engaged Board. She asked about our process and John explained our Orientation, and provided an outline of our Board Orientation manual that she will use as a guide.

Some highlights of the year include:

- The Board self-assessment included responses from 12 of 13 Board members. In a 3-year comparison, 2024 performance numbers remain equal to or slightly higher than previous years in all categories, even though 75% of the members have served for less than 4 years. 16% have over 7 years of service. Most comments provided reflect pride in the strong governance and excellent counsel provided to KCI’s leadership. The 2 areas of concern were noting that children don’t seem to move through the system with enough urgency, delaying permanency, and the other concern being the external variables outside the control of the board or the organization that continue to be our greatest challenge.
- Regarding the charts presented, it was noted that the upward trend of children in Licensed Family Care, Group Care, and Residential Treatment include Level 1 additions (Relative/Non-Relative). More children in Level 1 means fewer children in foster and group care. It costs KCI \$2M/year for kids waiting in group homes for placement in foster care or waiting for court dates. Regarding the chart of Children in Approved Relative/Non-Relative placements, the numbers are trending downward, but that does not include Level 1 placements. Some relatives don’t want to become licensed as Level 1 and this chart reflects those placements. We have not met our goal for the number of Finalized Adoptions for the last 2 years (since the Pandemic) and will not meet it again this year. We are projecting 225 finalized adoptions for this year. Regarding Foster Home Recruitment, we have the uphill battle of recruiting while a fair number of families are closing existing foster home. The reasons for quitting fostering fall into one of 3 areas: Life changes, Adoption, or its just plain hard/burnout. Notably, we had a number of foster families that stepped-up during the pandemic and accepted our children into their homes, even in the most difficult of circumstances. We are projecting 94 new homes for this year.
- Regarding Contract Performance Measure goals for next year, changes include:
 - M3 – Permanency within 12 months – changing from 41% to 35.2%
 - M13 – Percent of Siblings placed together – changing from 65% to 60%
- Kids Central Connect – reported 9,319 unique users during the fiscal year with the top searches falling into the following categories:
 - 326 Find Housing
 - 317 Pay for Housing
 - 164 Pay for Utilities
 - 202 Housing vouchers
 - 126 Level 1 Licensing

Board of Directors Meeting Minutes

May 23, 2024, 10:00 am

- Electronic Records Management –
 - 2,000,000 documents scanned during the transition to the system
 - 6 positions to support ongoing document scanning and management
 - Family Preservation Services – In order to meet our budget, this is an area we will scale back for next year. Brief Strategic Family Therapy is being phased out. We trained 12 people and lost 6 in the first year after training, to work in a new job from home making thousands more than we could pay. Functional Family Therapy is just as good of a program. The plan is to keep both Nurturing Parenting and Parenting Journey programs but scale them back somewhat. Kinship Program was going to be evaluated as an Evidenced-Based Practice, but if FFPSA/Title IV-E is going away, we won't invest in this.
 - Leesburg Neighborhood Family Center Served 345 Adults, 536 children and assisted 7 individuals with employment assistance. Also assisted 51 individuals with Access Florida. This is our last Resource Center that remains opened, and it may close due to budget constraints. The FTE could be used elsewhere in the organization.
 - Child Dependency Education - Through March 31, 373 Staffings have been conducted, and 88% of children aging out of care Graduated
 - Level 1 Foster Homes - we have 176 homes licensed as compared to 74 in the previous year
 - IT and Cyber Security – Regarding the process of going electronic with our document storage, there is a scan station at each file room, and we are back-scanning 2 million documents. We also replaced 340 outdated laptop computers, some purchased as far back as 2014. Regarding security, we heightened our user system access security by initiating Multifactor Authentication and initiated a 24 X 7 system monitoring for threat detection, compliance, and network logging through a Security Operations Center.
 - Legal
 - 27 appearances in various court hearings
 - 63 court observations
 - Litigation – 2 cases settled, and 2 cases dismissed
 - 44 Staffings
 - 43 Contracts/MOUs reviewed
 - Prepared witness for testimony in Civil Lawsuits, Criminal cases, and Domestic Relations cases
 - Paralegal drafted 204 Court prep note sheets and 90 Status Reports
- SWOT Analysis – Dave/John Reviewed results of KCI's Strengths, Weaknesses, Opportunities, and Threats. The greatest threat concerns include inexperienced Case Management staff, STGH waitlist, lack of qualified applicant pool, increase in litigation, Children's Legal Services vacancies and recruitment, residential group home rate increases, and behavioral health needs of young adults who left foster care.
- FY 24/25 Priorities – John Cooper discussed the draft that will then drive objectives, tasks, and measures. At the top of the list is to stabilize the Lake/Sumter CMA, Timely Permanency, and Workforce Stabilization in general. We do not have a nearby University with Social Services graduates. We generally receive 1 qualified applicant per week and are operating at about 85% staff. We have no budget for increases and are not competitive in the marketplace.
- There being no further business, the meeting Adjourned at 1:52 pm

Next Meeting – July 25th, 2024 - 12:30 p.m. until 2p.m.

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