



**FAMILY SUPPORT SERVICES OF NORTH FLORIDA, INC.
BOARD MINUTES
Conference Room
1965 Beachway Road
Jacksonville, Florida
April 12, 2011**

CALL TO ORDER

The Monthly Meeting of the Board of Directors of Family Support Services of North Florida, Inc. (FSS) was called to order at 11:30 AM by Dr. George Armstrong, Board President. A quorum of voting members was in attendance as set forth in the Bylaws.

- Dr. Armstrong called for approval of the last month's Minutes that were previously emailed to board members. **Motion was made and duly seconded to approve the Minutes from the March, 2011 board meeting. Motion passed unanimously.**

PRESIDENT'S MESSAGE – Dr. Armstrong mentioned that he traveled successfully with FSS staff and Board Member, Cindy Graves, to Washington DC as part of the Child Welfare League of America national event.

He said that nationally FSS is recognized and well respected. He also commented that FSS is well positioned and ahead of most of the country.

SPECIAL PRESENTATIONS

Jim Adams introduced FSS staff member Ashley Poole to the board of directors. Ashley recently became certified as a Paralegal. Ashley works in the Contract and Compliance Department where she is responsible for the status and monitoring of CMOs. Ashley was presented with a wall plaque containing her Certificate and a gift acknowledging her achievement.

Sarah Markman showed the latest SCUBA "Splash" video along with a narrative of the training, trip, and experience the youth had. A copy of the video can be seen on the internet at <http://fb.me/VVdBuaxj> Sarah informed the board that another trip is being planned with FSS seeking donations from the board, social groups, or individuals who could underwrite this once-in-a-lifetime event. The challenge is to raise \$8,000.00 for this event.

OLD BUSINESS – Chuck Young reported that FSS, Inc., the other nonprofit agency is about 30 days away from full approval by the IRS. Until that time, no transfer of funds is contemplated.

EXECUTIVE DIRECTOR'S REPORT – Jim Adams

Jim briefly discussed the adverse media that was recently reported. He assured the board members that this case has been thoroughly investigated and he feels comfortable that there has not been any malfeasance on the part of either provider or FSS Staff.

When the question was raised concerning a response or retraction, Jim replied that FSS cannot take this fight to the media as he personally feels that it is part of a larger issue that the

group of attorneys is attempting to stop CBC insurance liability caps being put in place. This campaign will actually hurt children in the community rather than help them. (See Attachment A – at end of Minutes)

Jim Adams gave a presentation to The Nassau Chamber of Commerce who presented FSS with a check for \$500.00 as a sponsorship for a Nassau County child to go to the SCUBA event. He will be doing a similar presentation to the Lions Club.

The top legislative issues that FSS staff has identified are:

1. Bill to put caps on CBC liability
2. Equal equity funding between CBCs. FSS will gain up to \$1 million if passed.
3. Mental health services have been identified for cuts. FSS advocates for keeping the funding level.
4. Independent living – there is a bill pending that would remove the Road to Independence (RTI) funding to another source outside of CBCs (competitive bidding for this service). FSS finds this funding neutral but may affect staff headcount.
5. Certification of caseworkers by third parties. FSS would lose \$95,000 a year and possibly several hundred thousand out of our budget if we lost our training department. It seems that it is gaining traction in the legislation.

Performance Metrics

Eighteen adoptions were completed in March with another 18-20 scheduled in April. This means that FSS will have met its Adoption goal of 137 by mid-April.

Judge Gooding has requested that the board be encouraged to attend the Mother's Day Adoption event at the Duval County Courthouse, 3:00 PM on May 5th.

As a side note, Jim said that in a population of over 1 million people, there are no children under the age of nine who are in foster care available for adoption.

Jim said FSS staff is watching the daily cost of foster care which is averaging \$14,500 to \$15,000 a day versus \$33,000 from several years ago. FSS has been diligent in placing children with relative caregivers to reduce the trauma of a removal. However, larger sibling groups and hard-to-place teens are now entering the system.

FSS staff will be downsizing the CMO provider group from five to four. One CMO will be handling all prevention cases that are being moved from FSS. This reorganization is still being finalized for 2011-2012 contract year.

The restructuring will lower the number of cases held by caseworkers, and increase the funding from \$84,000 FTE per position to \$92,000. The model will keep the original neighborhood (zip code) model in place spread through the four providers.

Chuck Young briefly discussed a software program called Mindshare. This is an Internet on-line program that collects data from FSS spreadsheets, databases, etc., and then displays the results in a visual graph format for a quick review. This "dashboard" will allow board members to eventually access the performance of FSS from any computer internet connection to assess the organization's progress. (*See pages 22 through 25 of the board book for a sample of future information*).

Jim also informed the board that the Holland & Knight law firm will be performing a final review of all legal contracts before they are sent to vendors for execution. FSS already has

the initial templates so the firm will be merely a final set of eyes, conduct contract training, and assist the contracting process from a legal perspective if needed.

Jim notified the board that a new integrated FSFN system will be rolled out at the end of the fiscal year. Due to the economic conditions in Tallahassee, the FSS cost allocations will be tightly reviewed by DCF. FSS will engage a consultant, Melissa Jaacks, of Pinpoint Results to assist with evaluating and reading FSS for the 2013 contract ITN.

FINANCE COMMITTEE – Lee Wilson reported at request of Jay Allgood. He said financial reports were complete as of the end of February, 2011 which means that we are two thirds through the year on our budget.

He reported that the net assets declined from the previous month but it represents a timing anomaly of expenses reaching the book before revenue. We are up + \$30 thousand year to date and predicted it would be double that at year, end 2011.

Administrative costs as a percentage of DCF expenditures were 6.9% for the month, and 6.7% year to date; both are within the 7% target. (Page 7 of the board book).

There is a large surplus of funding with Adoption Assistance and Chafee funds being supplemented from it. There is still a projected surplus at year end. Lee reported that the carry forward from last year can be used for the FSS Mental Health \$200,000 grant commitment. This is an allowable expense from the previous year and therefore allows us to benefit from the SAMHSA grant.

Jim reported that the letter sent to the city requesting a \$200,000 refund will be rescinded shortly.

Lee reported that sufficient funds are still in the contingency fund account. Lee gave information about a check signing policy discussion that will be presented to the board at another date.

FSS is moving toward resolution of findings by the DCF Oversight Team. FSS is working with Janet McMahan, our contract manager, on re-allocation of expenses. This will change the financial category of the agency from Medium Risk to Low Risk.

Staff positions have been explicitly defined in the CMO contracts to ensure we are allocating FTE expenses as our contract with DCF requires.

Jim explained that FSS is considering the use of reloadable plastic cards for clients with reoccurring expenses funded by FSS. The State of Florida is currently using Mellon Bank's VISA card for food stamps and other monthly payments successfully. FSS will be meeting with bank representatives to discuss how we can minimize the number of checks that we have to mail out each month. We expect to reduce postage and labor costs once payments become digital.

Paul Harden requested that the board consider adding a Contingency for Loss line to the financials in anticipation of any pending legal suits. He also noted that Depreciation of Assets is missing

ADVOCACY – Ashley requested that Dr. Armstrong give the report on Child Advocacy Day at Tallahassee.

Dr. Armstrong commented that Aaron Bean did a good job at scheduling legislators. There were two buses full of children and families that spent the day at the Capitol and FSU. Due to the storm, the Buffalo Soldiers were unable to give the buses a full motorcycle escort.

Dr. Armstrong discussed the meetings with Andy Gardiner, Janet Adkins and John Thrasher. FSS also met with the Lieutenant Governor Carroll who spent time speaking with the children in the group. While no one made commitments, they did hear what the FSS group had to say. He recommended that all attend next year which will be early in 2012.

COMMUNITY CULTIVATION – no formal report – see page 3 of the board book. Blue Cross will be donating Easter baskets the week of April 18th along with the Junior League and Baptist Pediatrics.

GOOD AND WELFARE

Jim Adams described a special adoption that he attended at the courthouse with Michael Bruno, his wife and their new baby girl. The board congratulated him on this event.

Dr. Armstrong acknowledged Mike Bruno who took time out of his schedule to speak with youth in Independent Living and about a career in law enforcement. Dr. Armstrong read one glowing letter from a youth who attended.

Dr. Armstrong congratulated Ashley Smith-Juarez on her appointment as the new Executive Director of the Chartrand Foundation.

The meeting was adjourned at 1:00 PM.

Attachment A

Insurance and Liability Overview

- Ø Community-based care lead agencies (CBCs) were initially created by the legislature as part of Governor Jeb Bush's plan to protect abused and neglected children, and to increase the efficiency and accountability of the child welfare system.
- Ø Although lead agencies render the same services traditionally provided by the State of Florida, they are not afforded the same liability limits as the state.
- Ø CBCs are in danger of losing their liability insurance coverage, due to increasing insurance premiums and litigation costs, which will prevent us from providing services.
- Ø The current liability structure for CBCs is unsustainable, and if not changed through legislative action CBCs will become uninsurable, which threatens the current success and long term viability of privatization.
- Ø We are asking that our legislators vote in favor of the liability provisions provided in SB 1500 and HB 1019, so that CBCs, like Family Support Services of North Florida, Inc., can continue to provide for the safety and well-being of our children and families now and in the future.