



BOARD MEETING MINUTES

January 24, 2020

Board of Directors:

Sigrid McCawley, Board Chair; Michael Lepera, Vice Chairman; Christopher Cade, Treasurer; Amy Black, Secretary, Jillian Smath, Joe Rogers, Melida Akiti, Rebecca Brock, Sigrid McCawley, Tex Guignard, Victoria Thurston

Unable to Attend:

Amy Black, Armando Fana

Other Attendees:

ChildNet Staff: Larry Rein, Donna Eprifania, Dionne Wong, Julie DeMar, Susan Eby, Sheryl Williams, Andrea Cunningham, Julie Janello, *DCF:* Teresa Janeczek, *CSC of Broward County:* Sue Gallagher, Michelle Hagues

CALL TO ORDER – Sigrid McCawley, Board Chair

- Sigrid McCawley, Board Chair, called the meeting to order at 8:05 a.m.

APPROVAL OF MINUTES – Amy Black, Secretary

- Roll was taken, and quorum was established.

The November 22, 2019 meeting minutes were reviewed. *A motion was moved to approve the meeting minutes. A vote was taken. The motion was passed unanimously.*

ITEMS FOR BOARD REVIEW AND APPROVAL – Sigrid McCawley, Board Chair

- Resolution #196 – Signature Authorization for Contract Year 2020 – This resolution provides Larry Rein, CEO and President, signing authority for the contract year. This resolution is signed on a yearly basis.

A motion was moved to approve Board Resolution #196. A vote was taken. The motion was passed unanimously.

- Approval of Board Candidate – Josefa Benjamin – Lt. Colonel Josefa Benjamin works for the Broward Sheriff's Office. She is interested in children's issues and in fundraising. Lt. Col. Benjamin is an excellent candidate who meets many of the requirements needed to increase the effectiveness of the Board.

A motion was moved to approve Josefa Benjamin as the newest member of the Board. A vote was taken. The motion was passed unanimously.

PRESENTATION

- Addressing Racism in the Broward Non-Profit Sector – Sue Gallagher, Chief Innovation Officer, and Michelle Hagues, Programs Manager from Children's Services Council of Broward County, provided a brief presentation on addressing Racism in the Broward Non-Profit Sector. Since 2016, in Broward, over 2,000 people have attended the intensive 2-day "Broward Racial Equity Training" and



over 3,000 have attended the “Local History/Implicit Bias Workshop”. They currently have a black caucus, a white caucus and a Latino caucus that meets monthly, in which community members are invited to attend as well. Within Broward County, they want to ensure we share a common language as it relates to talking about race, and the disparity and/or the inequities that are occurring.

Broward County has a little less than 2 million people with greater than 400,000 of them being children from birth to 18 years of age. Currently, blacks make up 30% and Hispanic/Latino make up another 30% which is now the majority population, instead of the minority, in Broward County.

Since 2005/2006, Broward juvenile arrests and youths arrested have decreased dramatically. Even though there is a decline in the numbers, there is now an increase in the number of black and Latino youths that are arrested. The increase in the number of graduating students has increased from 74.2% in 2013/2014 to 86.2% in 2018/2019. Currently, 38% of black youth and families are living in poverty versus 13% of white youth and families living in poverty. In the last five years, the majority of removals are black children, averaging 57% of all removals. The structure of racism is the same structure that has been around for 400 years. Racism has a structure that we can see, that we can unpack, and that we can really begin to address through multiplicity strategies.

The Broward Data Collaborative (BDC) is a new infrastructure where we are bringing together all types of data to be able to look at the whole child. The BDC partners are Broward County Public Schools, ChildNet, Florida Department of Juvenile Justice, Children’s Services Council of Broward County, Early Learning Coalition of Broward County, Broward Behavioral Health Coalition, Broward County, and Florida Department of Children & Families. The BDC is working together to achieve the following goals: 1) measure and contract around long-term, cross-system, and two-generational outcomes, 2) apply a racial equity lens to this enhanced outcomes-oriented contracting and IDS work, 3) empower providers and participants to be co-researchers in pursuit of long-term outcomes, and 4) share model of IDS-enabled, outcomes-oriented contracting at scale with the state and nationally.

FINANCE REPORT – Chris Cade, Treasurer & Finance Chair and Donna Eprifania, CFO

- Michael Lepera reported that both Broward and Palm Beach are in a good posture with a surplus (\$2 million for Broward and \$240,000 for Palm Beach). The surplus in Broward is due to having a lower number of children coming into care.
- Office of Inspector General (OIG) Inquiry - Larry Rein reported that in Florida Statute community-based care lead agencies must subcontract out 65% of the child welfare business that they do. Broward, doing its own case management, was always right around the 35% limit, possibly a little higher at times. In the last couple of years, on the statewide level, there has been increased discussion on the 35% limit. In addition, a couple of years ago, there was an agreement among the Florida Coalition for Children (FCC) members to push for legislation that would describe the way to figure out the 65/35 split and to also give an option for an exemption. That did not pass last year in the legislature, but it is again in front of the legislature this year. The way to get an exemption, if needed, is to go to your community alliance and have discussion with them about the possibility of being excepted.

For the first time ever, this month we received an inquiry from the Office of Inspector General (OIG) as to where we stood on the breakdown. Donna Eprifania checked, and largely due to the reduced number of children and reduced expenditures, we are now around 40% in Broward. We have prepared a response that details that, and in response to what we will do about it should it be over, we have described a process that would follow the proposed legislation which would be going to our community alliance and having a discussion with them about what the community thought would



be the best solution. One of the solutions could be that we subcontract pieces of what we currently do, but keep case management, to get us down to the 35% limit. Mr. Rein noted that Palm Beach is nowhere near the 35% limit.

Question was asked if performance goals have been put into place for the providers. Susan Eby reported that in the last contracting year, all of the quality outcomes were included in our provider's contracts. We are finding that we need to have more consistent outcomes across certain types of providers. We are in the process of tracking the outcomes, by every type of provider, to find the key things that we feel equals success and how to narrow those outcomes to make it easier to focus on what is important. We are rolling the outcomes up to fit the things that are important to ChildNet, i.e. permanence, well-being, and safety, and putting each outcome into one of those categories. We can roll all of those outcomes up by total providers, by how our top-placing agencies are doing, by how our behavioral health providers are doing, and to also narrow down to individual providers. In that way, we have a look at several different layers and levels of what those outcomes would look like and that they would be reimplemented in a more focused way in the upcoming contract year.

Donna Eprifania added to the 35% conversation, that ChildNet needs to ensure that the same oversight and review of services also takes place on those that we actually deliver. If a service is procured, the protection is that there are terms and conditions a provider has to follow; if delivered in-house, how do we measure that same exact performance. Also, subcontracting for services from a cost perspective does not always mean more; some of these services that we could contract out would actually afford us no additional costs because we would use revenue sources in where the provider will bring match to the table.

- Audited Financials – the Audited Financials for FY 2018-2019 will be presented at the February 2020 Board meeting.
- Reserve - Ms. Eprifania reported that we have approximately a \$3.6 million surplus in Broward and we have the opportunity to set aside a portion from this surplus as a reserve. The Finance Committee agreed that we are going to do so. Therefore, we are going to invest in our workforce and work environment. We have budgeted:
 - For all supervisors and above, who have not yet attended, the two-day Racial Equity Training,
 - For an entity to work with child advocates to do child welfare practice engagement training,
 - To purchase more one-time equipment to assist staff in working more efficiently, and
 - To purchase software that may be able to manage our outreach efforts better.

Discussion held that raises for staff are still moving to a merit-based increase and regardless of the financial posture, should always be included in the budget for future evaluation and discussion of availability.

COMMITTEE UPDATES

- Advisory Board Committee – Armando Fana, Committee Chair

Larry Rein reported that the Committee met and discussed the quarterly update on the census. Overall, Palm Beach is consistent with the number of children in care and there have been two recent good trends: 1) Increase of placements with relative/non-relative caregivers is substantial which keeps group care costs down, and 2) the removals in December have decreased to the fifties, which is substantially lower than December of the previous year and lower than they have been throughout this year.



Mr. Rein noted that ChildNet needs to do a better job in organizing community resources in Palm Beach County. We try to replicate what we do in Broward in terms of behavioral healthcare services, but it is a different environment with a different managing entity. ChildNet would also like to duplicate some of the child welfare, racial-equity initiatives that we have been a part of in Broward County.

- **Fundraising Committee – Andrea Cunningham, Director of Community Relations**

Andrea Cunningham reported the following:

- Engagement – Ms. Cunningham has engaged all Board members and has met with all contacts that the Board provided her in terms of funding and sponsorships. We have 19 prospects identified as potential for awareness meetings.
- Monies Raised – Through events we have raised \$12,570. The Annual appeal in Broward raised approximately \$1,200, and in miscellaneous donations, we have raised \$54,803. Ms. Cunningham is also reaching out to the Sala Foundation and the Leo Goodwin Foundation. The Leo Goodwin Foundation likes to do capital support, so she will be reaching out to them for the “closet” project.
- Mom’s Club of Parkland – They presented a \$3,200 donation check to help build-out the “closet”. The “closet” will be utilized by internal staff to provide items to children and youth. New and gently used clothing donations are welcome.
- Palm Beach Care for Kids Luncheon – Tuesday, April 7, 2020, Woodfield Country Club, Boca Raton. Honorees are Paul & Kathy Leone. Florida Power & Light is to receive the community advocate award.
- Broward Care for Kids Luncheon – To take place in Fall 2020. Date and location TBD.

- **Governance Committee – Michael Lepera, Committee Chair**

- Quarterly Strategic Plan Update and Project Plan – ChildNet is moving forward on all three goals. Per the suggestion of the committee, a project plan has been created for each of the three goals which will be reviewed weekly by the leadership team.
- Caseload Plan Update/CHS Update – Discussion held that the caseloads continue to trend positively. Broward’s caseload is 1:14 and Palm Beach is 1:18.8. As CHS was consistent in overhiring case managers, per their corrective action plan, they have now reached the point of sustaining overhiring financially. ChildNet will request back-of-the-bill funding for CHS.
- Membership Recruitment – We are working towards having a full Board of 18 members. Currently, we have 7 in Broward and 5 in Palm Beach.

- **Program Quality Committee**

- Julie DeMar reported the Committee discussed caseloads and discussed the upcoming year’s schedule.

NEW BUSINESS

- There was no new business.



BOARD CHAIR REPORT – Sigrid McCawley

- Rally in Tally - Ms. McCawley reported that she, Melida Akiti, Victoria Thurston and Larry Rein will be attending the Rally in Tally next week to promote ChildNet's interests and ensure we are being heard and acknowledged.

CEO/PRESIDENT REPORT – Larry Rein

- Tallahassee – Mr. Rein reported that he has attended meetings in Tallahassee over the last three weeks. ChildNet has made two (2) special appropriations requests. Both are targeting Palm Beach:
 - 1) OAK Street II - to replicate the Oak Street pilot project, the residential group home for four of the most challenging, dually dependent and delinquent boys in West Palm Beach. ChildNet is requesting funding to replicate the program with four equally challenging teenage girls.
 - 2) SMART – to reinstate the safety management program that was previously funded through a special appropriation. This program is to provide safety management services to families with substance abuse issues to prevent removals during the early stages of an investigation.
- Elections – Larry Rein reported that he has recently been elected to serve in the following roles:
 - 1) Elected as the at-large member to the Executive Committee of the Florida Coalition for Children (FCC) Board of Directors;
 - 2) Elected as the Vice Chair of the Florida Coalition for Children Foundation (FCCF) Board of Directors; and
 - 3) Elected as the Secretary, and appointed to the Executive Committee, of the Managing Entities in both Broward and Palm Beach Counties - Broward Behavioral Health Coalition and Southeast Florida Behavioral Health Network.

OLD BUSINESS

- There was no old business.

PUBLIC COMMENT

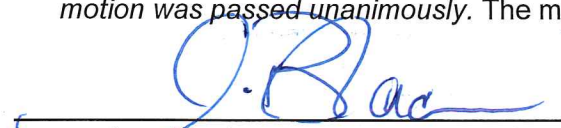
- There was no public comment.

NEXT MEETING DATE

- The next scheduled Board meeting is Friday, February 28, 2020 to be held at Boies, Schiller & Flexner, LLP, 401 E. Las Olas Blvd., Suite 1200, Fort Lauderdale, FL 33301.

CONCLUSION

- Having no further business, a motion was *moved* to adjourn the meeting. *A vote was taken. The motion was passed unanimously.* The meeting was adjourned at 9:32 a.m.



Amy Black
Board Secretary



Date

(Corporate Seal)