

**JACKSON COUNTY COMMUNITY CHILDREN'S SERVICE FUND  
BOARD OF DIRECTORS' MEETING**

August 3, 2017

**Directors Present:**

Rhonda Holman  
Marietta Parker  
Jovanna Rohs  
Brian Kaberline  
Dred Scott  
Ann Mesle

**Guests:**

Mayra Aguirre, Hall Family Foundation  
Courtney Carr – Swope Health Services  
Josette Mitchell – Swope Health Services  
Brandon Laird– County Counselor's Office  
Carol Grimaldi – Cornerstones of Care  
Barbara Friedmann – community volunteer  
Evie Craig  
Lisa Mizell – CPC

Rhonda Holman (Dir. Holman) called the meeting to order at 2:36 when a quorum was present.

**Minutes:** She presented the minutes from the July 7, 2017 meeting and asked for a motion to approve and/or amend them. There being no amendments, it was moved (Dir. Scott) and seconded (Dir. Rohs) and unanimously approved that the minutes be approved.

**Agenda:** Dir. Holman invited directors to review the agenda for needed changes. She noted that a couple of changes in order would be made to ensure that directors received needed information before discussion of the proposed by-laws.

**Invited Guest:** Dir. Holman introduced guest speaker, Mayra Aguirre, VP Hall Family Foundation (HFF). Ms. Aguirre told the Board that the HFF places an emphasis on the urban cores on both sides of the state line and that child welfare is among the primary issues of the Foundation, with approximately 35% of the \$40,000,000 of grants funded each year focused on children, youth and family programs. Among the other areas the HFF focuses on are the arts, education and neighborhoods. The Foundation recognizes that children are affected by economic and racial issues and attempts to use the collective impact model, which involves partnering with other community organizations with similar goals. To that end, the HFF has formed a

collaborative with United Way, Kauffman Foundation, and H&R Bloch to pursue their common interest in children's welfare and education. Dir. Holman stated that the CCSF intends to leverage assets and opportunities by encouraging collaboration with other community organizations to help the CCSF identify and pursue goals. Dir. Holman opened the discussion to questions from the directors and the following topics were discussed:

- Potential community partners could include the City of Kansas City, the KCMO Police Department, the KC Chamber of Commerce and other local institutions;
- MARC's School Smart KC is an entity whose goal is to improve education on the Missouri side of the state line;
- The collaborative is still at the formative stage but has determined that its focus should be on long-term assessments and outcomes, funding programs and specific plans for up to 15 years;
- A website is a very important forum for ongoing communication with the community;
- To reach full potential, the CCSF must identify its "North Star" in defining its role in the community and its goals for moving toward that role, assessing the success of its endeavors regularly, and making necessary improvements to maximize positive outcomes.

Dir. Holman observed that most of the other CCSFs in Missouri use the Kids Count assessment to measure progress toward desired goals and that one of the Jackson County CCSF's main goals will be to assess change at the macro- or community level; therefore, Jackson County will consider using Kids Count as well to reflect its North Star. Ms. Aguirre made note of the Kids Count assessment and said she would make the other funders in the collaborative aware of it and its potential value to their work.

**Communications:** Dir. Holman announced that Dir. Kaberline has agreed to head a project to develop a communications plan, starting initially with getting a website up and running. Dir. Kaberline has reviewed the websites of the Board of Equalization and COMBAT. He has also reached out to the Jackson County Communications Department to determine if it will be possible for CCSF to have a link on the County's website, as most of the other Missouri CCSFs do in their respective counties. Dir. Kaberline posed the following questions:

- Who is the audience for the website?
- What are our legal obligations, given our Open Meetings requirements?
- Who will design and maintain the site and what will the costs be?
- How will interested parties find the web site?
- How will the site be protected from hackers?

Dir. Holman noted that there will probably not be funds available for development for the next 60 days; but we can move deliberately on this project and can grow the site as our activities grow. She also noted that the Board should be thinking beyond the website to other forms of communication and opportunities to inform the public of the Fund's activities.

**Funding Priorities and Goals:** Dir. Holman announced that Dir. Rohs as agreed to lead a group to identify initial funding goals, policies and procedures so that the CCSF can issue its first RFP in October. Dir. Rohs acknowledged that identifying community needs is an important priority and asked for volunteers. She has not yet plotted a timeline for completing the task. Dir. Holman noted the urgency of needs in the community, but also the need for the CCSF to proceed purposefully, due to the seven (7) year sunset provision in the enabling ordinance. She suggested that, because it is traditionally easier to win renewal of these types of taxes during a presidential election, we use 2020 as our goal for demonstrating good results.

**Community Partnerships: CCSF and School Districts:** Dir. Holman advised the Board that three directors, (Bartman, Cordoba and Scott) are employed by school districts in Jackson County and will potentially be ineligible for service should their districts be among organizations seeking grant funds. In order to tap their valuable expertise and insights into Missouri public school administration, Dir. Holman has asked him and Dir. Bartman has agreed to prepare guidance for the CCSF Board on developing productive relationships with school district leaders and partnering with school personnel. Dir. Scott agreed to assist in the project but noted that while such a document may be helpful in the short run, it will probably not be helpful in the long run because of intangible matters such as politics. Dir. Mesle noted that the experts are split on whether it is more efficient for school districts to provide counselling and mental health services, or for them to contract with outside organizations to deliver such services.

**Executive Director Search:** Dir. Holman noted that the Board needs to start the process of recruiting and hiring an executive director and that the following issues should be addressed at the September board meeting:

- geographical limits of search – local, regional, national;
- advisability of hiring an executive search firm;
- developing a job description/employment profile.

Dir. Mesle noted that if we conduct a broad search, it will take more time and suggested that at the next meeting the Board also address the option of hiring an interim director. Dir. Parker volunteered to contact other Missouri CCSFs to get job descriptions and salary ranges for their executive directors.

**Banking Services RFP and Selection Process:** Dir. Scott informed the board that an RFP had been issued on July 19, 2017 by posting on the Jackson County web site and by publishing it in the *Independence Examiner* on July 25. The deadline for questions was August 1 and 16 questions were received. The deadline for receipt of proposals is August 8 and the committee hopes to complete reviews of the proposals and interviews by August 18. The committee hopes to conduct negotiations by August 26, to sign a contract by August 28 and to implement its terms by September 1. He requested authorization from the Board to enter negotiations and sign a contract before the September 7 meeting. It was moved (Dir. Parker) and seconded (Dir. Mesle) and unanimously approved that the banking committee be authorized to

negotiate and to sign a contract for banking services before the September board meeting.

**Meeting with JACO Legal Counsel:** Dir. Parker reported on the topics discussed at a July 26, 2017 meeting among Jay Haden, Dir. Holman and Dir. Parker.

- Conflicts of interest: While the statute is clear that no board member may be employed by or have an interest in any organization receiving funds from the JACO CCSF, there is no actual conflict until proposals are received from any such organization. Immediately upon identifying any such conflict, the director must resign, but not necessarily until that time.
- Access to funds: It is permissible for CCSF to contract with a third party such as the Greater KC Community Foundation or the Heartland Community Foundation to act as our fiscal agent for purposes of issuing checks and to handling administrative matters. To transfer money to the third-party, the Legislature must authorize the transfer and County CFO Troy Thomas can then issue a check to the fiscal agent, with funds then to be spent as the Board directs. Additionally, the Legislature can authorize payment to an insurance company for the required Treasurer's surety bond. An invoice must be submitted to the Finance Office and Legislature for approval prior to the issuance of a check. Mr. Haden also recommended that once the surety bond is in place, the Board consider additional insurance to cover officers', directors' and staff liability.
- Procurement: There is no requirement that CCSF follow the County's procurement or financial practices; but best practices may dictate that bids be solicited. Mr. Haden suggested that the Board contact Jake Jacobs, Bruce Eddy (locally) or other CCS Funds in Missouri to determine their procurement practices. There are no limits on the amount of funds that can be expended for administrative functions (e.g. salaries, furnishings, equipment); but when facilities or rental space is at issue, the County sends out an RFP with required specifications such as geographical location, square footage, parking spaces, etc. Mr. Haden said that the County sometimes hires a real estate agent to solicit bids and advise on facilities procurement, which is also a procurement best practice.
- Ethics policies. The County's 50-page ethics policy is not fully applicable to the CCSF and Mr. Haden does not believe that he should determine for the CCSF which policies should apply. Again, he suggested that the Fund contact J. Jacobs, B. Eddy or another CCSF. He advised the CCSF should secure its own legal counsel, as the Developmental Disabilities Services and the Community Mental Health Funds have done.

**By-laws:** Dir. Mesle presented the final draft of the initial CCSF by-laws, which had been sent to directors for review the prior week. There was a brief discussion on whether the by-laws should include a section on standing committees; but it was agreed that it was more important to adopt by-laws than to enter into a debate on the issue. Thereafter, Dir. Mesle summarized each provision in the by-laws and three minor changes were suggested. It was moved (Dir. Scott) and seconded (Dir.

Kaberline) and unanimously approved that the by-laws, with the three changes, be adopted.

**Administrative Support:** Dir. Holman noted that it is important that CCSF have administrative support as soon as possible. Dir. Parker has volunteered to take minutes in the interim. She will be absent for the September meeting; but she will engage the services of the professional who provided minutes from the July 26 board meeting.

**Meetings with Key Stakeholders:** Dir Holman reported that the Chair and E.D. of the St. Charles Community Children's Fund are scheduled to attend the September 7 board meeting, either in person or via Skype. Dir. Holman may have to be absent because she has been called for jury duty earlier that week and if she is unavailable to chair the meeting, it will be led according to the provisions set forth in the by-laws.

**Public Comments:** Dir. Holman opened the floor for questions from the public attendees but there were none.

The meeting was adjourned at 4:28.

Next meeting date: Thursday, September 7, 2017  
MARC, 2:30 to 4:30.