

**The Knowledge Center at Chaddock
Board Meeting
June 11, 2020, 1:00 – 3:00 CST**

Join Zoom Meeting Room
<https://zoom.us/j/2197214915>

1. Welcome, and Opening Prayer
2. Approval of Minutes; March 12, 2020
Motion: I move to approve The Knowledge Center at Chaddock meeting minutes from March 12, 2019.
3. Discussion Items
 - a. FY21 – 23 Strategic Framework
 - b. Grant Opportunities
 - c. Expanding Virtual Offerings
 - d. Completion of Building/TKC Open House
4. Financial Update
 - a. Third Quarter Financials
Motion: I move to approve The Knowledge Center at Chaddock Financial Statements as presented.
 - b. FY21 Budget
Motion: I move to approve The Knowledge Center at Chaddock FY21 Budget as presented.
5. Election of Slate for FY21
Motion: I move to approve the slate of board members and officers for FY21 as presented.
6. Updates from Chaddock Family of Organizations
7. Meeting Take-Aways
8. Adjourn

Next Meeting: September 10, 2020, 1:00 – 3:00 CST



**The Knowledge Center Board of Directors Meeting
Chaddock School-OASIS Conference Room-
Video Conference by Zoom
Thursday March 12, 2020
1:00 P.M.**

Members Present: Carlos Fernandez, Chair, Lyn Dodillet, Michelle Robison, and Sameer Vohra

Members Absent: Mary Koloroutis

Staff Present: Debbie Reed, Josh Carlson, Kristen Patton, and Judy Miller

1. Welcome, Introductions and Opening Prayer

Carlos Fernandez welcomed everyone to the meeting. Carlos asked Debbie Reed to open the meeting with prayer at 1:08 P.M.

2. Approval of Minutes, December 12, 2019

Motion: Michelle Robison moved to approve The Knowledge Center Board meeting minutes from December 12, 2019. The motion was seconded by Carlos Fernandez and it passed unanimously.

3. Financial Update

Kristen Patton highlighted and reviewed the December 31, 2019 Financial Statement and answered questions.

Motion: Michelle Robison moved to approve the December 31, 2019 Financial Statement. The motion was seconded by Carlos Fernandez and it passed unanimously.

Kristen highlighted the projections for The Knowledge Center through the end of the fiscal year. Kristen answered questions in regard to the lease and trainings.

4. Discussion Items

a. FY21-FY23 Strategic Framework Draft

Debbie Reed highlighted the strategic framework draft document. A day was spent with supervisors and emerging leaders sharing the Strengths, Opportunities, Aspirations, Results (SOAR) feedback. Discussion groups were held. Nine representatives from the Boards met for an afternoon meeting with small group discussions. Leadership Team took all of this information and spent two full days and created this strategic framework that would align with all five corporations. The next step is to present the final draft to all five boards. The supervisor group will meet again to review the draft. Leadership Team will develop three year goals and then will develop individual departmental plans. Carlos was involved in the Board members discussions. It is really important how all of the organizations will align with all the goals.

Page Two

The Knowledge Center at Chaddock Board Meeting
Thursday, March 12, 2020

The next step will be developing the specific goals for The Knowledge Center for the next three years. Between now and June feedback will be reviewed in regard to next year's budget. Board asked if we were increasing our connections with universities.

b. The Knowledge Center at Chaddock Renovation Update

The final walk through will be April 2, 2020. Carlos Fernandez toured The Knowledge Center before the meeting and shared the space looks great. The large conference meeting room is very nice. Furniture will arrive later in April. Space has already been booked for future trainings. There will be three breakout spaces and additionally, the Chapel could be used as a breakout space if needed. The next phase of the project will be the cafeteria space. By late spring we will be able to have trainings held in the new Knowledge Center. It is nice to see this project move forward.

c. FY20 Activities

i. Trainings/Consultations/Presentations

Josh Carlson highlighted The Knowledge Center is applying for two funding opportunities, one a federal grant and a state level bid for a contract.

The first opportunity is a grant through SAMHSA and is called Project Aware – Advancing Wellness and Resiliency in Education. The Knowledge Center would be focused on providing training to staff regionally or within the scope of the project to increase awareness of mental health issues to school age youth and to provide training for school personnel. This would connect students and their families to services. Community partners would be SIU School of Medicine, Regional Office of Education #1, and IL State Board of Education.

The second opportunity is a bid for a contract with the IL State Board of Education – Special Education Behavior Assessment and Training Project.

Regional workshops and quarterly webcasts would be used to disseminate evidence based and best practice information to schools via workshops, virtual training and social media. We would also be providing consultation on developing and implementing Functional Behavioral Assessments and Behavior Intervention Plans. This would also include providing behavioral coaching on the application of the Behavior Intervention Plans in the classroom.

ii. Book-Related Activities

We continue to do interviews and podcasts related to Raising the Challenging Child, which have continued to build momentum. The new book has received a number 1 rating on Amazon in the categories of new releases in Parenting and in Christian Families and Relationships. We also had a blog and a magazine article published in Mothers of Pre-Schoolers (MOPS) which has a huge membership. The book is well positioned now so opportunities will build. Chaddock has received requests for training from the book. We have the Attachment and Trauma Facebook group as an international draw. Board members commented that Debbie is to be commended.

Page Three

The Knowledge Center at Chaddock Board Meeting
March 12, 2020

5. Updates from Chaddock Family of Organizations

With the concern of coronavirus, we have the Infectious Control Plan and the Emergency Action Plan in place. At this time there are no confirmed cases in our area. We have been in very close contact with multiple state agencies and are doing all we can to be prepared. The major thing is not to panic. For moving forward, business as usual will change. We will continue to keep the Board apprised.

The electronic medical record is looking to add more modules.

April 1, 2020 all children in care of the state in Illinois will be moved over to managed care. Numerous small agencies don't have electronic medical records which MCOs expect.

6. 990 Tax Return Filed, Posted on Board Portal

The Knowledge Center 990 Tax Return has been finalized and filed and posted on the Board Member Portal.

7. Meeting Take Aways

Board members were asked for any thoughts. For the next few months we need to talk and find out what everyone else knows. Lyn offered her help with anything we need. She is more than happy to help. Michelle is always impressed with Debbie. Michelle shared the Strategic Framework looks great. She is looking forward to seeing what it looks like for The Knowledge Center. Sameer shared times are changing. We need to use the Board members especially in the midst of the current situations. We need to be cautious. Board members asked how we are addressing the Coronavirus with the students.

We need to stay focused and continue to be in conversation with the Board members. If anyone needs information, please reach out.

8. Adjourn

With nothing else to discuss, group consensus to adjourn the meeting at 2:44 P.M. The next meeting will be June 11, 2020 at 1:00 P.M. (CST)

Meeting adjourned: jm



Lyn Dodillet, Board Secretary/Treasurer

*The FY21—23 Strategic Framework will enable The Chaddock Family of Organizations to remain strategically aligned through a collective focus on **Driving Positive Change for Children and Families**. This will be accomplished by:*

Investing in Impact:

The Chaddock Family of Organizations will identify and focus on key systemic levers that will create the greatest long-term impact for children and their families struggling with developmental trauma and attachment. As a result of this targeted investment:

- ◆ Children in our communities will grow up in safe, supportive families resulting in a reduction in the number of children entering out-of-home care.

Enter the prevention end of the service continuum by identifying and implementing one or more programs or services to support children who may be at risk of removal from their biological families, and their parents, by June 30, 2023.

Enhance parent visitation in foster care by providing additional assessments, therapeutic support and education, resulting in increased rates of reunification by June 30, 2023, as compared to June 30, 2020.

Develop a focused strategy for targeting key states and managed care companies to fund the in-home intensive program, with at least six new contracts secured by June 30, 2023.

Develop a framework for building a trauma-informed community, including an assessment of community resources, needed competencies, and implementation strategies by June 30, 2022. Work with targeted communities to pursue funding opportunities to facilitate implementing the framework.

Increase accessibility to information on attachment and trauma by offering an on-line library of virtual trainings, recorded podcasts, webinars and topical white papers cataloged by subject matter by June 30, 2022.

Develop an on-line resource such as a mobile app targeted to families that provides parenting tips and information as well as opportunities for on-line coaching by June 20, 2021.

- ◆ Children in out-of-home care will remain engaged with their families while receiving the intensive treatment needed to return home more quickly.

Prioritize family engagement as a critical component of successful outcomes through assessment of parental commitment and reflective capacity as part of the DTAP application process, enhancement of activities and resources offered to families as part of treatment, and tracking of levels of family engagement on an on-going basis.

Intentionally expand efforts to build therapeutic relationships where children and families feel cared for, supported, and invited to be active partners in the treatment process, from the first point of contact and throughout the treatment process.

Develop and implement a program evaluation of the In-Home Intensive and Accelerated Residential Programs by June 30, 2021, to identify critical components that drive positive outcomes.

Ninety-three percent of all scheduled discharges from the regular or Accelerated DTAP residential programs will return to their home or a less restrictive setting by June 30, 2023.

Develop a network of donors by July 1, 2021 to help fund the cost of transportation and overnight stays for parents, or other financial barriers to regular in-person visits with their child, while placed in the DTAP or Accelerated residential programs.

- ◆ Children will demonstrate improved social emotional skills and academic performance.

Chaddock School students' social/emotional skills will increase, as evidenced by growth on behavioral rating scales (BASC), starting in the 2020/2021 School Year.

Chaddock School students' academic skills will improve as evidenced by growth on academic achievement assessments MAP, which will be implemented starting in the 2020/2021 School Year.

Chaddock School students will become more engaged in their academic program as evidenced by improvements in attendance and increased engagement in extracurricular activities as compared to levels prior to placement in Chaddock's School.

Develop a framework to support educators in implementing and sustaining trauma informed schools principles by June 30, 2022.

- ◆ Family stability will be strengthened through advocacy, new partnerships and innovative approaches within and across sectors.

Develop a targeted advocacy agenda that identifies initiatives and systems Chaddock will strive to influence, as well as state and national organizations with which we will partner in support of those priorities. Activities and progress will be reported on an annual basis.

Intentionally seek out opportunities to partner with cross-sector organizations in support of the strategic priorities outlined in this framework, with activities and partnerships reported on an annual basis.

Encourage referral sources placing youth in a CATS program to build the capacity of child-serving professionals with whom they contract by investing in specialized training and consultation offered through The Knowledge Center at Chaddock.

The Knowledge Center at Chaddock will be fully sustainable by June 30, 2022, and will gift 50% of all annual excess revenue to the Chaddock Children's Foundation to help support the programs and services provided by the Chaddock Family of Organizations by June 30, 2023.

Chaddock Behavioral Health will be fully sustainable by June 30, 2024, and positioned to provide 50% of all annual excess revenue in ensuing years to the Chaddock Children's Foundation to help support the programs and services provided by the Chaddock Family of Organizations.

Establish an innovation fund within the Chaddock Children's Foundation by July 1, 2021 to support new program development within the Chaddock Family of Organizations.

Championing Changemakers:

Driving positive change for children and families is hard work. The Chaddock Family of Organizations will champion the changemakers through its care for employees, support of human service and nonprofit professionals, and connection with mission-minded individuals.

- ◆ The value we place on staff and the critical role they play in effective treatment is evident through the opportunities provided for continued professional growth and development.

Develop and implement a clear path for advancement for all direct service roles by June 30, 2023, including identification of trainings and resources available for additional skill development and financial incentives based on demonstrated competencies in the DTAP treatment model.

Initiate a retention plan for key professional roles vital to the provision of services, and where a shortage of qualified candidates exists, by July 1, 2021.

Expand the tuition assistance program to support the professional growth and development of staff members, with priority given to those securing degrees for hard to fill positions.

Offer staff members opportunities to contribute content, train or write on identified topics for The Knowledge Center at Chaddock, along with criteria, expectations and opportunities for coaching and development, by December 31, 2020.

- ◆ Our values-based culture is fueled by offering our staff the same level of advocacy, transparency and support we expect them to provide children and families.

Implement a menu of personal development opportunities for staff including coaching related to pathways for professional advancement, support for personal health and wellness, financial literacy and other topics as requested by staff members.

Revise our total compensation benefit package to include a menu of benefit options staff may choose from to meet their individualized needs, starting July 1, 2021.

Maintain identified best practice caseload sizes and staffing ratios, regardless of whether such staffing levels are fully funded by contracts, because of the positive impact on client outcomes and staff well-being.

Transition responsibility for developing and managing departmental and program budgets to the supervisory level closest to the direct provision of services, with the flexibility to request reallocation of funds based on emerging needs, beginning in FY22.

Increase opportunities for staff engagement and voice in areas related to organizational culture, systems, and strategy through the use of focus groups, staff-driven committees and other vehicles that enhance transparent communication across the family of organizations.

- ◆ Our facilities, technology and work environments reflect the quality for which the Chaddock Family of Organizations is known.

Provide the technology necessary for staff members to complete required documentation and paperwork on mobile or laptop devices to positively impact efficiency and increase the time available for direct contact with clients.

Select and implement the use of customer relationships management software by June 30, 2021 to capture industry contacts and foster regular touch-points to strengthen relationship-building.

Build telehealth capabilities as well as a family portal into FlexAMS to support effective treatment assessments, documentation and increased transparency by June 30, 2021.

Partner with foundations and individual donors to annually fund a prioritized list of capital improvements to enhance the facilities of the Chaddock Family of Organizations.

Coordinate social activities for staff members on a quarterly basis, including activities to engage remote employees, to increase opportunities for cross-department relationship building, which ultimately increases the efficiency and effectiveness of our work.

Initiate a Pride in Place committee, with representatives from a cross-section of areas within the agency, to identify projects and engage staff members in activities that contribute to enhancing the appearance of our work environments.

- ◆ We actively collaborate with community and industry changemakers to strengthen the lives of children and their families struggling with issues related to attachment and trauma.

Seek out opportunities to engage in, and bring a trauma and attachment lens to, community conversations and partnerships that will directly impact or influence the lives of children and their families.

Initiate efforts to raise public awareness regarding the disproportionately high rates of abuse and neglect in our service area and identify steps that can be taken to impact a reduction in those levels.

Increase unrestricted charitable donations (excluding bequests and foundations) by 10% each year between FY21 and FY23 to support operations and strengthen the capacity of the Chaddock Family of Organizations.

Increase the number of mission-minded volunteers who support and augment the services our direct care staff provide to our clients, and enhance the resources available to support treatment, by 20% between June 30, 2020 and June 30, 2023.

Expanding Expertise:

Consistent with the value we place on Learning, the Chaddock Family of Organizations will expand the expertise of human service, education and nonprofit professionals, and others who care for children and their families.

- ◆ Develop a “DTAP Academy” to expand child-serving professionals’ proficiency in the DTAP treatment model and the emerging science related to developmental trauma and attachment.

Formalize and enhance a multi-level curriculum for child-serving professionals to gain an understanding of, and competency in, the DTAP Treatment Model by June 30, 2021.

All Chaddock staff members will complete the core concepts portion of the DTAP Academy, and direct service staff will complete, or demonstrate proficiency in, the Level One curriculum June 30, 2022

Market the DTAP Academy to agencies, including providing individual or organizational levels of certification, by June 30, 2023.

- ◆ Facilitate transformational change in human service, educational and nonprofit organizations through comprehensive tools, training and consultation.

Maximize the unique value of The Knowledge Center at Chaddock’s broad-based expertise by prioritizing comprehensive organizational training and consultation for nonprofit, human

service and educational organizations.

Expand the Nonprofit Leadership Academy to include on-line cohorts by June 30, 2021.

Develop a strategy by December 30, 2020 to connect professional resources and stand-alone trainings/consultations with opportunities to engage agencies in comprehensive organizational change.

Seek out opportunities to change how state and Federal agencies interact with nonprofit human service organizations, moving from a transaction-based approach to an interactive partnership that pursues innovative solutions on behalf of children and families.

- ◆ Implement an intentional roadmap for research, publications and presentations to further establish Chaddock's distinctive clinical, educational and nonprofit expertise.

Determine what empirical research is needed for the DTAP model to be considered an evidence based practice and be rated as promising research and/or on the California Clearinghouse of Evidence-Based Practices for Child Welfare, by June 30, 2021

Identify a university partner and funding to develop a research design and conduct research on the effectiveness of the DTAP model by June 30, 2022.

Establish a plan to disseminate evidence collected from research conducted on the effectiveness of the DTAP model, including peer-reviewed journals and other targeted publications, to establish a positive rating as an evidence based practice, by June 30, 2023.

The Knowledge Center will annually generate a minimum of six professional resources, white papers, or e-books targeted to clinicians, educators and/or nonprofit professionals.

- ◆ Expand global awareness of Chaddock's distinctive expertise in developmental trauma and attachment through targeted marketing and relationship-building with industry leaders.

Maximize the use of social media, podcasts and blogs to expand the number of professionals throughout the world who are accessing, engaging, and building relationships with content experts from the Chaddock Family of Organizations.

Develop and strengthen relationships with industry leaders through purposeful attendance at conferences, intentional targeting of presentations, engagement in consultations, and hosting campus visits.

Leverage the international reach of the Attachment-Based Therapist Podcast and Facebook group through boosting points of contact and cross-selling of programs and services offered by the Chaddock Family of Organizations.

Proactively and consistently seek out stories, anecdotes and testimonials, from clients, community members, church leaders and other stakeholders to be housed in a central repository for use in fundraising and marketing messaging.

THE KNOWLEDGE CENTER AT CHADDOCK
UNAUDITED STATEMENT OF FINANCIAL POSITION

MARCH 31, 2020

ASSETS	3/31/2020	3/31/2019
Cash and Cash Equivalents	\$ 48,379	\$ 1,328
Accounts Receivable	24,587	134,624
Construction in Progress	834,400	
Prepaid Insurance	635	
Publication Inventory	38,770	
	<u> </u>	<u> </u>
TOTAL ASSETS	\$ 946,771	\$ 135,951
LIABILITIES AND NET ASSETS		
Liabilities		
Accounts Payable	\$ 49,403	\$ 112,835
Deferred Management Fees	107,174	
	-	
	<u> </u>	<u> </u>
Total Liabilities	\$ 156,576	\$ 112,835
Net Assets		
Unrestricted	\$ 790,195	\$ 23,117
	<u> </u>	<u> </u>
Total Net Assets	\$ 790,195	\$ 23,117
TOTAL LIABILITIES AND NET ASSETS	\$ 946,771	\$ 135,951

F Y 20 THE KNOWLEDGE CENTER AT CHADDOCK

	TWELVE MONTH BUDGET	NINE MONTH BUDGET	NINE MONTH ACTUAL	VARIANCE POSITIVE (NEGATIVE) BUDGET	PRIOR YEAR ACTUAL
UNRESTRICTED OPERATIONS:					
REVENUE:					
Educational Training	\$ 46,000	\$ 34,500	\$ 37,270	\$ 2,770	\$ 8,237
Clinical Training	233,800	175,350	83,250	(92,100)	127,654
Organizational Training	45,600	34,200	28,100	(6,100)	-
Product Sales	10,800	8,100	7,585	(515)	61
Investment Income	-	-	23	23	0
	<u> </u>	<u> </u>	<u> </u>	<u> </u>	<u> </u>
TOTAL REVENUE	\$ 336,200	\$ 252,150	\$ 156,227	\$ (95,923)	\$ 135,951
EXPENSES:					
Management Fees - Chaddock	179,995	134,996	134,997	(0)	-
Management Fees - CATS (Lease)	26,461	19,846	33,289	(13,443)	-
Consultant Fees	81,000	60,750	85,867	(25,117)	112,835
Bank and Credit Card Fees (Sales Tax)	800	600	10	590	-
	<u> </u>	<u> </u>	<u> </u>	<u> </u>	<u> </u>
TOTAL EXPENSES	\$ 288,256	\$ 216,192	\$ 254,162	\$ (37,970)	\$ 112,835
NET EXCESS (DEFICIENCY)-OPERATIONS	-	\$ 35,958	\$ (97,935)	\$ (57,953)	-
Donated Revenue (TKC Renovation)	-	-	833,376	833,376	-
	<u> </u>	<u> </u>	<u> </u>	<u> </u>	<u> </u>
EXCESS (DEFICIENCY) OF REVENUES OVER EXPENSES	\$ 47,944	\$ 35,958	\$ 735,441	\$ 699,483	\$ 23,117

**The Knowledge Center at Chaddock
FY21 Budget**

Line Description	FY21 Budget	FY20 Budget	Variance
INCOME			
Educational Training	\$80,750	\$ 46,000	\$ 34,750
Clinical Training	43,800	233,800	(190,000)
Organizational Training	42,000	45,600	(3,600)
Transformational Change	100,000	-	100,000
Product Sales	7,495	10,800	(3,305)
Other Consulting Services	-	-	-
Rental Income	1,000	-	1,000
Total Income	<u>\$275,045</u>	<u>336,200</u>	<u>(61,155)</u>
Program Salaries/Benefits			
Management Fees payable to Chaddock	178,814	179,995	(1,181)
Total Salaries/Benefits	<u>178,814</u>	<u>179,995</u>	<u>(1,181)</u>
Program Expenses:			
Lease payable to CATS	48,650	26,461	22,189
Consultant Fees	5,000	81,000	(76,000)
Bank and Credit Card Fees	280	800	(520)
Depreciation Expense	25,000	-	25,000
Total Line Items	78,930	108,261	(29,331)
TOTAL EXPENSES	<u>257,744</u>	<u>288,256</u>	<u>(30,512)</u>
INCOME (LOSS)	<u>17,301</u>	<u>47,944</u>	<u>(30,643)</u>

**The Knowledge Center at Chaddock
Slate of Board Members and Officers
FY21**

Elect for a three-year term: Carlos Fernandez

Elect the following officers: Carlos Fernandez, Chair
Sameer Vohra, Vice-Chair
Lyn Dodillet, Secretary Treasurer.