

**The Mission of Lighthouse Youth & Family Services is to advance the dignity and well being of children, youth and families in need. We encourage good citizenship, responsible behavior and self-reliance.**

**Lighthouse Youth & Family Services  
Administrative Committee Meeting  
February 20, 2018**

Members in attendance: Lisa O'Brien, Mary Bob Rubenstein, Paul Haffner. Tim Timmel and Ken Feldmann attended via telephone. Special guest Dr David Greenfield also attended as Chair of the Lighthouse Community School.

Staff in attendance: Paul Haffner\*, Cathy Goold and Judy Oakman (\*also a Member)

Lisa O'Brien called the meeting to order at 12:05pm. Though initially lacking a quorum, Mr. Timmel and Mr. Feldman joined telephonically after which Ms. Rubenstein made a motion and Ken Feldmann seconded to approve the minutes of the October meeting, noting that the Committee did not meet in December. The minutes were unanimously approved.

Ms. Oakman reviewed the financials through December 2017. The Summary Trend report that shows program results by month was the focus of the discussion. In general, Lighthouse has had a challenging year. Therapy Services has really driven the overall results down. A shift from PRN to full time staffing as well as an inconsistent rollout of a new time Utilization Policy caused additional expense and delayed revenue for the organization. We expect to see positive evidence of the new utilization policy in the financials in the next couple of months.

Ms. Oakman also reported that we have had some challenges with our cash position this last month. Hamilton County Jobs and Family Services closes down in December of every year and this year, our November payment got caught up in that as well. It was necessary to borrow \$500K from the Beacon Foundation which was paid back a week later. In addition, Ms. Oakman approached PNC to request an increase in our line of credit to \$1MM. The bank was fully supportive.

Ms. Oakman reported the good news that the Construction Loan with PNC to build the Sheakley Center is at \$1,582,000 and will be further paid down by \$500,000 this next month.

Ms. Oakman and Mr. Haffner reviewed the expanded Audit committee charter and revised Administrative charter with the Committee. These will be presented to the Board at the March meeting.

Ms. Oakman presented the timeline for the Strategic Planning in 2018. We will be keeping the group smaller this time and hoping to accomplish it internally with no outside consulting expense. Kickoff starts today with various meetings taking place and updates given at each board meeting. The goal is to have the plan for 2018 – 2020 done by the September 26<sup>th</sup> meeting. The board participants recommended were: Lisa O'Brien, Stephen Peterson, Mary Bob Rubenstein, Barry Morris, Dawn Green and Ken Feldmann. Staff input would be from the 11 person Management Team, with Jessica Wabler, Judy Oakman, and Paul Haffner leading the effort. Other possible contributors, time scope, and general approach were discussed by Committee members.

Ms. Goold then discussed the revised salary administration and performance management process currently in full swing at Lighthouse. All staff members will be reviewed at the same time now each year, with goals and objectives set for the following 12 months. Mr. Timmel asked for confirmation regarding direct HR involvement in the final salary administration figures which Ms. Goold confirmed. The Committee also discussed the revised binary rating system and other changes made in the HR processes.

Ms. Goold next discussed with the committee some of the challenges regarding the new Sheakley Center, noting the HVAC and access control doors as significant issues yet to be fully resolved. The Committee expressed its appreciation for the continued diligence and confidence in management's ability to achieve constructive resolution. Ms. Goold also updated the Committee on plans for Jefferson Avenue emergency placement which are moving forward for a projected late March opening.

Mr. Haffner then briefly reviewed the Foundation investment report, noting the markets had essentially returned back to where they were before the significant drop earlier in the month. Ms. Oakman noted the likely need to dip into the School's endowment account to cover a projected 2018 fiscal operating loss at the school.

Mr. Haffner then described for the Committee the current status of the Bridges rollout – active since February 1 – and the significant leadership position maintained by Lighthouse. The Committee also discussed the potential for a children's services Levy and the status of those discussions with in Hamilton County. Mr. Haffner and Ms. Oakman also discussed the plans for new member board orientation in April after several new board members have joined in the past six months. These plan session(s) will also be open to any board members who may simply want a refresher on programs and people at Lighthouse.

Ms. O'Brien then closed the meeting by inviting all committee members to her April 5 function outside of board service. She will extend that invitation to the broader board group in due course.

Without further business the meeting was adjourned at approximately 1:20 PM

Respectfully submitted,  
Paul Haffner