CITY OF ST. LOUIS MENTAL HEALTH BOARD OF TRUSTEES

Minutes of the October 13, 2026 Virtual Executive Committee Meeting

Board Officers	Attendance
Rob Poirier, Chair	Zoom
Julia López, Vice-Chair	Zoom
Vander Corliss, Secretary/Treasurer	Zoom

Others Attending:
Cassandra Kaufman, Executive Director
Serena Muhammad, Deputy Director
Susan Kabat, Controller
Matt McBride, General Counsel, Lashly & Baer

1. **Call to order**
   The virtual meeting of the MHB Executive Committee was called to order at 2:03 p.m. by Board Chair Rob Poirier.

2. **Approve minutes from September 17, 2026 Executive Committee meeting**
   Rob moved and Secretary/Treasurer Vander Corliss seconded the motion to approve the September 17, 2026 meeting minutes. The motion passed unanimously.

3. **Review October 15, 2026 tentative board agenda**
   Executive Director Cassandra Kaufman reviewed the tentative board agenda with the committee stating that this month there were no action items and that the meeting was primarily informational updates and presentations.

4. **Update on ACH practice change**
   Controller Susan Kabat informed the committee that MHB's current accounting practice was to cut checks weekly with the majority of invoices and funding payments made electronically using the Automated Clearing House or ACH. Cassandra and Deputy Director Serena Muhammad each have authority to sign checks up to $9,999.00 with one signature. Checks $10,000.00 and larger, require two signatures and approval from the Board Chair, or another officer in their absence, for the second required signature. With Board Officer approval both Cassandra and Serena can provide the two required signatures. The same dollar limit authority also applies to approval of ACH payments.

   When preparing an ACH a member of the accounting staff initiates the batch and either Casandra or Serena and the Board Chair or another Board Officer approve allowing Serena or Controller Susan Kabat to serve as the second approval on their behalf, which is documented in email. In an effort to continue to reduce the number of paper checks cut weekly, Susan recommended that she would serve as both the ACH batch initiator and first approval with Cassandra or Serena serving as the second approval for regular recurring payments such as the bi-weekly payment to the City of St. Louis Employees' Retirement System (ERS) for the defined benefit pension plan employer contribution. The City ERS now has the capability to receive the approximately $8K bi-weekly payment using ACH. Rob asked if the process Susan plans to use for recurring payments via ACH is considered a best practice and she indicated that it was. Part of the need to inform the

Executive Committee of this accounting payment process change is because MHB has a small staff team and it is important to maintain segregation of duties for internal control purposes. MHB's bank, U.S. Bank, requires two approvals for any ACH payment, other financial institutions with which Susan is familiar only require one ACH approval. Rob and Vander both indicated their support for this planned accounting practice change to reduce the number of paper checks processed weekly.

5. **Gill Board Performance Survey**

Cassandra informed the committee that the survey was ready to be emailed to trustees following the October 15 board meeting using a Survey Monkey link. Cassandra included a one-page information sheet on the Gill Board Performance Survey provided by Rob in the committee's materials sent in advance of the meeting with the agenda. Rob shared his experience with and the reasons he likes using the Gill tool to gage board performance.

Cassandra will present the survey findings at the November 14 board retreat. Rob will then facilitate an informal discussion during breakfast highlighting key findings from the survey. Additionally, Rob indicated that he would like board members to:

- Share their professional role or if they are not currently working, what they do during the day?
- Why do they enjoy serving on the board?

Julia suggested asking what trustees hope to get out of their board service. Cassandra asked if the committee would prefer that staff leave the room during the discussion so that trustees could speak freely. None of the committee members were concerned about staff remaining in the room for the discussion, however Vander suggested that this option be provided to trustees prior to the discussion starting, in the event someone felt it was needed in order for themselves or others to speak freely.

6. **November 14, 2026 Board Retreat**

A tentative retreat agenda was included with the committee's meeting materials, derived from last month's discussion. The retreat is scheduled for four hours from 9:00 a.m. – 1:00 p.m. including a light breakfast and lunch. The four topics to be covered during the retreat include:

a. ***Conduct activities from the University of Pennsylvania Center for High Impact Philanthropy Academy to inform the board's strategy discussion*** – 1 hour (Serena & Cassandra)
   i. 4 Philanthropic Plays
   ii. Philanthropic culture exercise

b. ***Trustee Application Feedback Discussion –*** 1 hour (Xinyue & Julia)
   Cassandra informed the committee that Xinyue Zhang, MHB's Data and Performance Analyst, would join the retreat for this agenda item only to present key findings and themes derived from the trustees' application process feedback sessions. It was suggested that Xinyue and Julia meet beforehand to discuss the feedback. Rob mentioned that he would like to ask the staff what they need from the board. Cassandra shared that for staff, one of the primary goals of this discussion will be to determine the trustees' level of involvement in reading applications, etc. in future application processes. Julia agreed to lead the discussion regarding strategy changes.

c. ***Board Performance Discussion*** – 1 hour (Rob & Cassandra)
Rob reiterated that the goal is idea generation. He mentioned that he wants trustees to:
   i. Voice concerns and identify issues
   ii. Identify what the board could do better and what the staff could do better
   iii. Learn what trustees are interested in
   iv. Understand what staff would like the board to do better
   v. Identify ways for the board and staff to work better together

d. ***Collect key items from the retreat and discuss their inclusion in FY27 workplans*** (30 minutes)

e. Other retreat related items discussed:
   - Trustees don't know much about each other (knowledge/skills/abilities, interests, personal, etc.)
   - Outcome of Proposition B vote will be known

   Other potential issues meriting future board education/discussion:
   - State budget cliff FY28 – anticipate significant funding cuts to behavioral health and social services
   - H.R. 1 implementation – changes to Medicaid and SNAP will affect clients served by funded partners

   Rob asked Cassandra, "What's on the board's plate (high-level overview for calendar year 2027)?"
   1. Consider postponing the Community Building Application Cycle until FY28 to allow for pre-application capacity building to occur January – December 2027 Capacity building will be focused on stabilizing the behavioral health workforce through succession planning, talent development, and financial management.
   2. Proposition B Early Childhood Sales Tax depending on the outcome of the vote

7. <u>Personnel Discussion – Closed Session</u>
Rob made a motion to close the session for the purpose of discussing the hiring, firing, disciplining, or promoting particular employees pursuant tp Section 610.021(3) and 610.021(13), Revised Statutes of Missouri. Vander seconded the motion. A roll call vote was conducted:

Trustee	**Vote**
Vander Corliss	Yes
Julia López	Yes
Rob Poirier	Yes

Those remaining for the closed session which began at 2:30 p.m. included the three board officers, general counsel and executive director. The hiring of a specific position was discussed. Rob moved to end the closed session, Vander seconded the motion and a second roll call vote was conducted:

Trustee	**Vote**
Vander Corliss	Yes
Julia López	Yes
Rob Poirier	Yes

The closed session ended at 2:57 p.m.

8. **Adjourn**

There being no further business before the committee, Rob made a motion to adjourn, seconded by Julia and the virtual Executive Committee meeting adjourned at 2:58 p.m.