
December 2025 Board of Directors Meeting Minutes

I. CALL TO ORDER

A meeting of the Board of Directors of the Rappahannock Area Community Services Board was held on December 16, 2025, at 600 Jackson Street and called to order by Chair, Jacob Parcell, at 3:00 p.m. *Attendees included:* Claire Curcio, George Dallas, Susan Gayle, Nancy Beebe, Bridgette Williams, Ashley Terry, Carol Walker, Melissa White, and Matthew Zurasky. *Absent:* Shawn Kiger, Ken Lapin, Tiffany Haynes, and Greg Sokolowski.

II. MINUTES, BOARD OF DIRECTORS, **November 18, 2025**

The Board of Directors moved to approve the minutes from the November 18, 2025 meeting.

ACTION TAKEN: The Board approved the November 18, 2025 minutes.

Moved by: Ms. Claire Curcio

Seconded by: Ms. Carol Walker

III. PUBLIC COMMENT

No Action Taken

IV. SERVICE AWARDS

Mr. Joe Wickens recognized all employees with awards:

5 years

Sandra Smith, Accounting Specialist

Jennifer Beall, Supervised Apt. Mgr. Lafayette Boarding (not present)

10 years

Lindsay Steele, Clinic Coordinator, Stafford

Giftly Myles-Mills, MH LPN-Outpatient, Fredericksburg

Antwan White, Qualified Intellectual Disability Professional, ICF (not present)

Licensure

Carly Farrell, Mental Health Therapist

V. BOARD CORE BEHAVIORS, *Ms. Claire Curcio*

Ms. Curcio reminded the Board that we want to have open, honest and respectful communications with each other – we want to ask the tough questions while we are in the room and not afterward, and then move on to the next level of decision making.

VI. BOARD PRESENTATION, **Employee Appreciation Spotlight**, *Ms. Amy Umble* - Ms. Umble presented a PowerPoint presentation highlighting employees, with appreciation and spirit as the central focus. She shared that December was selected as the month to

intentionally recognize staff through acts of kindness, noting that employee recognition plays an important role in retention. Activities included the purchase of t-shirts for all employees, which were distributed by members of the Board and the management team. This effort received excellent feedback from staff. Employees were also given the opportunity to create their own HopeStarter t-shirts through a separate setup. Employees were allowed to wear their HopeStarter gear and jeans each day of the month. Ms. Umble noted that the t-shirts were ordered from Spectrum Designs, a company whose workforce consists of individuals with autism, aligning well with the organization's mission. To date, 432 t-shirts have been distributed and it is anticipated the total will reach approximately 500. She also shared that candy grams were created for employees. Ms. Umble concluded by showing an employee appreciation video featuring participation from Directors and Board members. Ms. Umble said the video will be available via a YouTube link that she will send around to everyone.

VII. PROGRAM REPORTS

A. COMMUNITY SUPPORT SERVICES, *Ms. Lacey Fisher Curtis*

1. **Program Update** – Ms. Fisher Curtis provided program updates for Developmental Disabilities Support Services, Developmental Disabilities Residential Services, DD Day Support Rappahannock Adult Activities, Inc. (RAAI), Mental Health Residential Services and Psychosocial Rehabilitation-Kenmore Club.
2. **Residential Vacancies-** Ms. Fisher Curtis reported that one individual has moved into Ross, bringing that program to full capacity. There are currently two vacancies at Igo; however, one individual has been assessed and is expected to move in during February. There is one vacancy remaining at both Merchant and Belmont. At Myers, three move-in dates have been established, with a fourth still in progress; all are anticipated to occur within the next 60 days.

For mental health residential services, Ms. Fisher Curtis reported one new enrollment and no discharges, keeping programs near full capacity, with one transitional bed available and one community vacancy at both Home Road and Lafayette. She also shared that the Permanent Supportive Housing (PSH) program has increased the number of individuals housed to 77, reflecting continued progress.

Mr. Wickens noted that just over a year ago, the agency had more than nine vacancies in group homes, which significantly impacted operations. He shared that being able to reduce that number to only two current vacancies—excluding Myers, which is in the process of opening as a group home—is a significant accomplishment.

3. **Community Outreach Case Management Update-** Ms. Fisher Curtis shared that in receiving funding from the City of Fredericksburg for a Community Outreach Case Manager position to assist in locating housing for the homeless population within the city limits, a quarterly report is required to document progress. The report by Jessica Vaz Williams, Community Outreach Case Manager, was submitted for review at the City Council meeting on 12/9/2025.

Mr. Wickens announced that Jessica Vaz Williams has submitted her

resignation.

4. **Myers Quarterly Update** – Ms. Fisher Curtis reported on respite utilization at Myers Drive for the period January 1 through November 30, 2025. During this time, 45 individuals received 7,660 hours of respite services at an average occupancy rate of 16 percent, generating \$177,456.74 in total revenue from Medicaid and private pay. Of the total hours provided, a portion was utilized by individuals accepted or pending acceptance for permanent placement, with remaining hours attributable to community respite use. Current census includes 32 individuals, 21 of whom routinely request respite services, including four accepted for future residency. Historical daytime respite data show an average weekday utilization of 3.36 of the six available beds, with recent increases due to limited overnight staffing. Ms. Fisher Curtis stated that maintaining two designated respite beds is expected to continue meeting community needs, with three of four accepted individuals scheduled to move in January 2026.

Board members discussed daytime respite capacity, scheduling, and future demand. Staff clarified that average utilization includes individuals slated to move in and that two designated respite beds are anticipated to meet ongoing need once permanent placements occur. Mr. Wickens noted that advance scheduling is permitted within the two respite beds. Mr. Zurasky requested that respite utilization, particularly daytime demand, continue to be reviewed on a quarterly basis, and the Board agreed to revisit the data at a future meeting.

B. CRISIS INTERVENTION SERVICES, *Ms. Amy Jindra*

1. **Program Update** – Ms. Jindra shared a big thank you from the ACT team for all of the Christmas gift wish lists that were filled by employees of the agency for individuals.
2. **Sunshine Lady House** – Ms. Jindra reported that during November, Sunshine Lady House received 51 prescreens from six localities and accepted 47, for an overall acceptance rate of 92 percent. One individual received ASAM 3.7 medically managed detox services for five days. Four prescreens were denied due to medical acuity, violent behavior, or clinical criteria. The program admitted 37 individuals during the month, primarily from RACSB, with additional admissions from Region 10, Encompass, Prince William County, and Western Tidewater. November utilization was reported at 45 percent, totaling 163 bed days.
3. **TMACT Audit Memo for ACT North** – Ms. Jindra reported that ACT North underwent a fidelity review on August 18–19, 2025, conducted by the University of North Carolina in coordination with DBHDS, with results received November 7, 2025. The program received an overall TMACT score of 3.60, indicating moderate fidelity. The reviewer identified improvement areas related to team meetings, staffing structure, and integration of evidence-based practices, while commending service delivery, medical oversight, community engagement, and person-centered care. Staff have begun addressing lower-scored items and plan additional training and process improvements.

Board members discussed the relationship between fidelity scores and reimbursement, noting that only base and high-fidelity rates apply, with a significant per-diem difference. Ms. Jindra explained that some scoring factors, including nursing and psychiatric staffing levels, carry cost implications. Mr. Parcell recommended further analysis before making

staffing changes. Staff noted confidence in improving the score over time and confirmed that fidelity reviews occur every 18 months, with ongoing technical assistance provided by UNC and DBHDS.

C. **CLINICAL** *Ms. Jacque Kobuchi*

1. **Program Update** – Ms. Kobuchi highlighted that the therapist from Safe Harbor Child Advocacy Center went to a conference paid for by the advocacy center for Crimes Against Children.
2. **State Hospital Census Report** -Ms. Kobuchi shared that there are currently four individuals on the Extraordinary Barriers List. There are 29 individuals that are at state hospitals receiving treatment from our catchment area.
3. **Emergency Custody Order (ECO)/ Temporary Detention Order (TDO) Report – November 2025.** Ms. Kobuchi stated that Emergency Services staff completed 176 emergency evaluations in November. Fifty-four individuals were assessed under an emergency custody order and sixty-nine total temporary detention orders were served. Staff facilitated two admissions to Commonwealth Center for Children and Adolescent Hospital, one individual was involuntarily hospitalized outside of our catchment area during the month of November. Data reports were submitted.
4. **Crisis Intervention Team (CIT) and Co-Response Report-** Ms. Kobuchi reported that the CIT Assessment Center served 19 individuals during the month of November. She presented a chart detailing the number of Emergency Custody Orders (ECOs) by locality, the number of individuals transferred into Crisis Assessment Center (CAC) custody, and those who could have utilized the Assessment Center if additional capacity had been available. The Spotsylvania Co-Response Team served 16 individuals in November, while the Stafford Co-Response Team served 21. Recruitment efforts continue for the Fredericksburg Co-Response Therapist position. Additionally, nine local dispatchers completed Crisis Intervention Team Training (CIT) during the month. Ms. Kobuchi noted that next month Ms. Jindra will be giving these reports because Emergency Services will officially move to our Crisis Intervention Services Division (CIS) effective January 1, 2026.
5. **Same Day Access** – Ms. Kobuchi reviewed outpatient intake data and Same Day Access (SDA) percentages, noting a slight decrease in November due to the holidays and increased demand, particularly at the Stafford clinic. She clarified that individuals not seen through SDA were scheduled for future appointments and that all individuals requesting services were seen. Board members discussed capacity challenges at Stafford compared to other clinics. Ms. Kobuchi explained that staff have implemented cross-training and coordination efforts, but demand continues to exceed staffing capacity. She noted that options are being explored to share staff resources across clinics, including telehealth and partial in-person support. Board members acknowledged the differing capacity levels among clinics and requested continued monitoring of SDA performance.

D. **COMPLIANCE**, *Ms. Stephanie Terrell*

1. **Program Update** – Ms. Terrell had no additions to her program update.

2. **Quality Assurance Report** – Ms. Terrell stated the Quality Assurance staff completed chart reviews for the following programs: Mental Health Residential: River Place; Mental Health Child and Adolescent: Caroline. Corrective Action Plans were submitted for all discrepancies.
3. **Licensing Reports** – Ms. Terrell reported that we received approval for three Corrective Action Plans during the month of November. One of the Corrective Action Plans was related to a founded allegation of neglect attributed to program staff not having assessed and mitigated potential risks for a guest that experienced two falls during her stay at a program (Crisis Stabilization/Sunshine Lady House). The other two Corrective Action Plans were related to late incident reports (Emergency Services and Compliance). Corrective Action Plans were provided with additional details regarding the citation and RACSB's response.

The Board moved to approve the Corrective Action Plans

ACTION TAKEN: The Board approved the Corrective Action Plans

Moved by: Ms. Bridgette Williams

Seconded by: Mr. Matt Zurasky

E. COMMUNICATIONS, Ms. Amy Umble

1. **Communications Update** - Ms. Umble shared that staff generosity resulted in two SUVs filled with donated gifts, with additional donations still being collected. She noted that two recent employee-related social media posts received strong engagement. She also reminded Board members to see her after the meeting to receive their t-shirts.

F. PREVENTION & EARLY INTERVENTION, Ms. Michelle Wagaman & Ms. Melodie Jennings

1. **Program Update** – Ms. Wagaman reported that the Community Collaborative for Youth and Families hosted a holiday service project at River Club on December 12, assembling 34 Jared Boxes for local hospitals. Healthy Families Rappahannock Area hosted a holiday party for families on December 13 in partnership with Toys for Tots, and Early Intervention Case Managers held a sensory-friendly Photos with Santa event on December 15. DBHDS released the annual State Epidemiological Outcomes Workgroup (SEOW) report, and Prevention Services finalized the 2026 community training schedule, both of which were included for Board review. She also reported that the Youth First Conference will not be held in 2026 due to changing community needs and reduced vendor capacity to financially support the event.
2. **SEOW Annual Report** – Ms. Wagaman provided the report for the Board's review.
3. **2026 Training Calendar** – Ms. Wagaman provided the calendar for the Board's review.
4. **Virginia Department of Social Services Temporary Assistance for Needy Families Grant (VDSS TANF)- Site Summary** – Ms. Jennings reported that every few years our VDSS TANF Grant administrators complete a site visit. It was a successful visit this year, she thanked the entire team for their participation and contributions.

5. Perinatal Hub Grant Application – Ms. Jennings advised the Board that they are asking for approval for the Perinatal Hub Grant submission. She reported that Healthy Families Rappahannock Area proposes submitting a grant application totaling \$537,418 to support the expansion of a Collaborative Perinatal Health Hub serving Planning District 16. The proposed initiative would establish a coordinated network to support families through home visiting, maternal mental health services, infant developmental screening, parenting education, and resource navigation, with HFRA serving as the central intake and referral point in partnership with local healthcare and community organizations.

The Board moved to approve the Perinatal Hub Grant Application

ACTION TAKEN: The Board approved the Perinatal Hub Grant Application

Moved by: Ms. Nancy Beebe

Seconded by: Ms. Susan Gayle

The Board took a ten-minute break

G. FINANCE, Ms. Sara Keeler

1. **Program Update** – Ms. Keeler reported that the ICF Cost Report has been completed. Due to conservative budgeting, staff anticipated a potential payback related to ICF vacancies; however, the agency will instead receive funds. While a payback of approximately \$750,000 had been budgeted, the final result is a reimbursement of approximately \$260,000, representing a positive impact to the budget.
2. Ms. Keeler reviewed the Summary of Cash Investments.
3. Ms. Keeler reviewed the Other Post Employment Benefit.
4. Ms. Keeler reviewed the Health Insurance.
5. Ms. Keeler reviewed the Summary of Investments.
6. Ms. Keeler reviewed the Fee Revenue Reimbursement and Collections.
7. Ms. Keeler reviewed the Write-Off Report.
8. Ms. Keeler reviewed the Payroll Statistics.

Ms. Keeler reported that overtime costs continue to trend higher than desired. She noted that the most recent pay period was significantly higher than others, in part due to holidays. Programs are actively addressing overtime usage, though some increases are related to higher care-level needs requiring additional one-on-one staffing, as well as vacancies that necessitate overtime coverage. Ms. Jindra added that increased staff absences related to seasonal illness have also contributed. Mr. Dallas asked about the overtime approval process. Ms. Keeler explained that overtime is required to be approved in advance, but acknowledged that vacancies in certain programs limit alternatives.

Mr. Zurasky asked whether this is a recurring trend during November and December. Ms. Keeler stated she was unsure, as she is approaching her one-year anniversary, but noted that overtime is not specifically budgeted, while staffing is budgeted with a slight vacancy rate. Mr. Wickens commented that he believes this is a recurring trend. Ms. Keeler indicated she will review historical data to determine whether this is a consistent pattern or an outlier. Mr. Zurasky agreed

that reviewing the data would be helpful to identify trends and inform any needed action.

9. Ms. Keeler reviewed the Financial Summary.
The Board moved to approve the financial summary for October.
ACTION TAKEN: The Board approved the financial summary for October.
Moved by: Mr. Matthew Zurasky
Seconded by: Ms. Claire Curcio

H. HUMAN RESOURCES, *Mr. Derrick Mestler*

1. **Program Update** – Mr. Mestler reported that they kicked off the mid-year performance evaluation cycle and it ends this Friday. This is the first year the process will be paperless. Overall, it has gone well. Also, attended two High School Career Fairs in November.
2. **Applicant and Recruitment Update** – Mr. Mestler noted that for the month of November, RACSB received 862 applications. Of the applications, 96 applicants listed the RACSB applicant portal as their recruitment source, 21 stated employee referrals as their recruitment source, and 737 listed job boards as their recruitment source. At the end of November, there were 36 open positions, 21 full-time, 15 part-time.
3. **Turnover Report** – Mr. Mestler reported that Human Resources processed a total of five (5) employee separations during the month of November. He noted that all separations were voluntary except for one (1). Ms. Bridgette Williams asked about the reasons for the separations and Mr. Mestler explained that they included failure to report to work, relocation, one separation for cause, and one for personal reasons.

I. DEPUTY EXECUTIVE DIRECTOR, *Ms. Brandie Williams*

1. **Program Update** – Ms. Brandie Williams had no additional comments beyond the submitted report. She was congratulated by Ms. Bridgette Williams on her invitation to serve on Governor-elect Spanberger's Transition Health and Human Resources Policy Committee, which is responsible for developing policy recommendation reports related to potential budgetary, legislative, and executive actions for the incoming administration.
2. **Legislative Updates & Priorities** – Ms. Williams presented her report and noted that the agency is currently in a lull between the election period and the release of the Governor's proposed budget, which is expected shortly before Christmas; therefore, no updated report was provided. She reported that the agency continues to track the Medicaid behavioral health redesign and has not yet received all draft materials for review across the impacted services. The agency submitted informal public comments for all services directly operated by RACSB, with comments provided on behalf of the agency as well as individually by staff. Ms. Williams thanked Board members who also participated in the public comment process. She noted that DMAS is reviewing the feedback and has indicated that updated draft materials will be issued.

3. **2025 – 2028 Strategic Plan First Quarter Update** – Ms. Williams had nothing more to add to report submitted.

VIII. **REPORT FROM THE EXECUTIVE DIRECTOR, *Mr. Joseph Wickens***

Mr. Wickens reported that Governor-elect Spanberger has announced her selection for Secretary of Health and Human Resources, Marvin Figueroa. Mr. Figueroa previously served as Deputy Secretary at the U.S. Department of Health and Human Services and has also worked for Senator Mark Warner, with a focus on expanding access to care and improving affordability for Virginians. Mr. Wickens noted that staff feel encouraged by this appointment. He added that no selection has yet been announced for the new Commissioner position.

Mr. Wickens also congratulated Ms. Brandie Williams on her invitation to serve on Governor-elect Spanberger's Transition Health and Human Resources Policy Committee. Mr. Wickens provided an update on the Crisis Receiving Center, stating that the floor plan design is nearing completion and that architects are currently developing the schematic design. He noted that the design will be reviewed by stakeholders and is expected to be finalized by the end of January. Mr. Wickens shared that the architects will present the design to the Board in the coming months.


In closing, Mr. Wickens thanked the Board for its continued guidance and support throughout the year. He acknowledged the challenges faced, including workforce and budget constraints, as well as major accomplishments such as the development of the new strategic plan, progress on the Crisis Receiving Center, and the successful Governor's event.

IX. **BOARD TIME**

- A. Ms. White said she'd really like to see poinsettia sales at Caroline next year, she'd love to collaborate and assist with that. She appreciated the group home update, thank you, good job. For same day intakes, she thinks the in-school awareness that they are doing at Caroline is increasing that need and exposure of what we do need and where we can get services, that's probably why the intake is so high – appreciate all your work for that. The financial assistance write-off report, glad to see we have the ability to serve people in need because that's what we do, good job with explaining that report. Thanks for participating in the Caroline High School Fair. Congratulations Brandie, what a huge opportunity to continue your advocacy. The Caroline positions that are available, would love to connect Mr. Mestler with our CTE Administrator to see if they could get some support with that. Everybody else thank you, appreciate you all.
- B. Ms. Gayle, thank you everybody, you're doing a great job.
- C. Ms. Walker, I appreciate the transparency with the financial report. I really think you've done a great job with the money coming in. I'm sure it's very confusing but you've done a great job in tracking that and letting us know what is going on. Congratulations again, Brandie. Amy, you have done such a good job with communications, good job. What you're doing to show the staff how much we appreciate their service is really great and they love the pictures I know, so thank you for all you do, thank all of you.

- D. Mr. Dallas, congratulations Brandie. I echo the thanks to everybody. I had a completely unsolicited compliment about RACSB – pertaining to residential services. Please tell people on the line that the reputation is out there, people are seeing this and talking about it and appreciative of it.
- E. Ms. Curcio, congratulations Brandie. I'm looking forward to hearing about the employee engagement survey results. Amy, thank you, I really enjoyed handing out t-shirts to the staff, I hope I get to do that again.
- F. Ms. Terry, I want to thank every single member of the RACSB for your dedication and hard work, it does not go unnoticed as well as your commitment, that's what drives us to our mission here. Also, everything that you do makes a meaningful difference here in our community. From what I've heard, there have been a lot of challenges as well as achievements this year but I think the teamwork is what makes us whole, as well as your passion. I'm truly grateful to have you all in the community I reside and live in and I'm grateful for your time and your energy as well because I understand you have to put a lot into the work in order to see some fruitful things in our community. I hope you take some time to rest, relax, and enjoy time with family and loved ones and have some special moments as well as with yourself and those that you love and cherish. Happy holidays and Happy New Year and I'm excited to participate going forward.
- G. Ms. Williams, Mr. Mestler you're doing a good job, Ms. Keeler, you Rock! You've brought in money and that's great, we love it. Ms. Brandie Williams, I don't even know what to say about you, you're smoking, and so modest down there I don't even know what to say. I think everyone has done an excellent job in what they're doing so far. Thank you.
- H. Ms. Beebe, you guys are great, Merry Christmas and thank you.
- I. Mr. Zurasky, Brandie, we are so proud of you, but we're proud of everybody and you guys do so much to make us proud. This year is a little different, we are not having our Christmas dinner so we are missing the opportunity to see some of those people that have been on the Board for years. Those people whose shoulders we stand on. Recently, Al Collins, former Board member, passed away. A brochure from the service was passed around and if you noticed RACSB is on the cover. I think that reflects how we as a Board feel about what you guys do and we thank you. Wishing everyone a Merry Christmas and a Happy Holiday and looking forward to a wonderful New Year. Thank you.
- J. Mr. Parcell, congratulations again Brandie, like Matt said we couldn't be more proud, and we couldn't be more proud of all the staff. We have had a lot of challenges but we've also had a lot of opportunities in the last year. This group here has taken those head on. You have taken all the challenges, all the tough times, and all the good times, and you guys have turned it into what we see here today which is great work. We thank you guys for all that I know it's been a lot of hard work. Be sure to rest, and reflect over the next few weeks as we will be full speed into the new year. Thank you all, looking forward to seeing you in 2026.

The meeting adjourned at 5:09 PM.



Board of Directors Chair



Executive Director