
The Forrester Center for Behavioral Health, Inc.
Board of Directors Meeting

August 17, 2026

Attendance

Board Members Present: Susan Richards, Board Chair; Nick Wildrick, Treasurer; Anna Seegers; Kathy White; Chanda Flynn; Alane Russell; and Chris Kennedy, participating by telephone.

Board Member Absent: Josh McCarley, who notified the Board in advance of his absence.

Staff and Guests Present: Jamison Smith, Interim Chief Executive Officer; Suzy Cole, Agency Counsel; Tim Atkins, Atkins IT; Ryan Kennedy, Atkins IT; Josh Miles, Atkins IT; and Zach Jarrell, Atkins IT.

Executive Session

Board Chair Susan Richards called the meeting to order at 6:00 p.m. A quorum was present.

The Board met in Executive Session from 6:00 p.m. until 6:20 p.m. Confidential discussion occurring during Executive Session is not reflected in these minutes. Any formal action taken by the Board, if applicable, is recorded as part of the open meeting proceedings.

Executive Session concluded at 6:20 p.m.

Interim CEO UPDATES

1. Information Technology and Cybersecurity Report

The regular/open portion of the meeting resumed, and the Atkins IT presentation began at approximately 6:28 p.m.

Tim Atkins of Atkins IT introduced Ryan Kennedy, Josh Miles, and Zach Jarrell and provided the Board with an overview of the agency's information technology infrastructure, cybersecurity protections, network security, data backup and recovery processes, and current technology needs.

The Atkins IT team reviewed the agency's ongoing cybersecurity awareness program, including phishing simulations and monthly employee security training. The team reported improvement in employee participation in required cybersecurity training. The agency currently utilizes individual user credentials and multifactor authentication as part of its security controls.

Atkins IT also reviewed the agency's backup and disaster-recovery safeguards. Agency data is maintained through encrypted cloud-based backup processes, with regular monitoring and restoration testing performed to verify recoverability.

The Board discussed physical and electronic security, including existing panic buttons located in several agency offices and safeguards designed to prevent unauthorized access to agency systems and information.

The team also discussed recent network equipment issues and the age and condition of certain network switches. Changes have been made to improve redundancy following a recent equipment failure.

Atkins IT recommended additional endpoint security, antivirus, and monitoring services for agency users. The estimated cost presented was approximately \$462 per month based upon 66 users. The Board discussed the recommendations and the importance of maintaining appropriate cybersecurity protections for agency operations and confidential information.

Following the Atkins IT presentation and discussion, the Board approved the IT recommendations and authorized the agency to move forward with the recommended cybersecurity and technology improvements, including the proposed endpoint security/monitoring services and infrastructure recommendations.

2. Financial Report and Financial Management

The Board reviewed the agency's current financial position and financial reporting processes.

The Board and Interim CEO discussed longer-term accounting and financial management needs, including succession planning. It was determined it wouldn't be possible to use of outside accounting agency but Interim CEO will consult other 301 agencies for job descriptions and requirements.

Interim CEO presented the potential impact of delays in reimbursement from state funding sources but that the agency maintains reserves to assist with operating needs during reimbursement delays.

The Board also reviewed the agency's investments and cash-management strategy, including a certificate of deposit scheduled to mature in September and funds currently maintained in a money market account.

3. Facilities and HVAC/Construction Matter

The Board received an update regarding the ongoing HVAC and construction-related matter involving the agency's facility.

Agency Counsel Suzy Cole participated in the discussion regarding the status of the matter and ongoing efforts toward resolution.

The Board expressed concern regarding whether potential settlement amounts under discussion would adequately account for the long-term impact of the HVAC and construction deficiencies, including anticipated useful life of equipment, operational disruption, and potential future costs.

The Board directed that the matter continue to be evaluated with legal counsel and that additional clarification regarding the agency's potential long-term exposure and costs be considered as the matter progresses.

4. Recovery Month Activities

The Interim CEO provided an update regarding upcoming Recovery Month activities.

The agency's Recovery Celebration is scheduled for September 18, 2026. The Forrester Center has committed approximately \$4,000 toward the event. Planned activities include food, music, children's activities, and other recovery-focused community activities.

The Board expressed support for the agency's continued participation in Recovery Month and community recovery initiatives.

5. Detox/Sobering Facility Feasibility Initiative

The Interim CEO updated the Board regarding community discussions associated with Vital Spartanburg and the feasibility of developing detoxification and/or sobering services in Spartanburg County.

The Board discussed potential models for such services, including information gathered regarding programs operating in other areas of South Carolina. Discussion included potential staffing, licensing, operational, financial, and liability considerations.

Particular attention was given to the potential implications of utilizing The Forrester Center's licensure or having the agency assume operational responsibility for such a program.

Board Decision: Following discussion, the Board determined that The Forrester Center would make no commitment to the proposed detoxification/sobering facility initiative at this time.

The agency may continue to participate in community discussions and receive information regarding the feasibility study; however, no commitment of agency licensure, financial resources, staffing, or operational responsibility was authorized by the Board.

6. OSUS, CARF, and Regulatory Compliance Update

The Interim CEO provided an update regarding regulatory and accreditation readiness, including the upcoming Office of Substance Use Services (OSUS) review and ongoing preparation for CARF accreditation requirements.

Management has been reviewing previous OSUS and CARF findings and recommendations and evaluating existing agency policies, procedures, and documentation.

The Interim CEO reported that many required operational and quality activities have been occurring within agency programs; however, some processes have not historically been supported by sufficient agency-wide policy, documentation, or formal performance-management infrastructure.

Management is working to correct these gaps by developing a more comprehensive and integrated policy and procedure structure, formalizing performance-management processes, and ensuring that required monitoring activities are appropriately documented.

The Interim CEO emphasized that historical documentation that does not exist will not be recreated or fabricated. Instead, management will document identified gaps, demonstrate corrective action, and establish compliant systems moving forward.

The Board discussed the importance of maintaining documentation that demonstrates ongoing compliance and continuous quality improvement.

7. Performance Management and Board Reporting

The Board discussed the agency's performance-management system and the importance of receiving meaningful organizational performance information on a routine basis.

Discussion included the use of key performance indicators and quarterly management reports to assist the Board in monitoring organizational performance, access to services, quality, financial performance, workforce trends, and other significant operational measures.

Management reported that continuous improvement activities are occurring regularly within the agency and that these processes are being more formally incorporated into the agency's policy and performance-management structure.

The Board supported continued development of a more formalized system for presenting key organizational performance information to the Board.

8. Policy Review and Approval

The Interim CEO presented updated and newly developed agency policies for Board review. The policies were developed and/or revised as part of the agency's ongoing effort to strengthen its policy and procedure framework and ensure alignment with OSUS, CARF, and other applicable regulatory and accreditation requirements.

The Board reviewed and discussed the policies presented.

Board Action: The Board approved the policies presented by the Interim CEO.

The approved policies will be incorporated into the agency's policy and procedure structure and implemented as appropriate.

9. Retiree Health Insurance Policy

The Board discussed the absence of a formal agency policy addressing employer contributions toward health insurance for retired employees.

Discussion included whether eligibility for any future retiree health benefit should be based upon length of service and whether a minimum service requirement should be established.

The Board did not establish a retiree health insurance benefit or contribution level at this meeting.

Management will continue researching the issue and develop a proposed policy for future consideration by the Board.

10. Follow-Up and Continuing Action Items

- Management will work with Atkins IT regarding future updates to security system and notify them of board approval.
- Management and Agency Counsel will continue addressing the HVAC/construction matter and evaluating the financial and operational impact of potential resolution options.
- Management will reach out for job descriptions from other agencies.
- No commitment will be made by The Forrester Center to the proposed detoxification/sobering facility initiative at this time.
- Management will continue OSUS and CARF readiness activities and development of the agency's integrated policy, compliance, and performance-management systems.
- Policies presented to the Board were approved and will be implemented/incorporated into the agency's policy structure.
- Management will continue development of organizational key performance indicators and quarterly reporting for Board oversight.
- Management will research and develop a proposed retiree health insurance policy for future Board consideration.

13. Adjournment

There being no further business, the meeting was adjourned at 8:40pm. Next Board meeting is September 21st at 6pm.