

BOARD OF DIRECTORS
March 23, 2017 Board Meeting

Attendees: Mr. Eric Smith, Board Chair, Mr. Stockton Whitten, Board Treasurer, Dr. Greg Howes, Vice Chair, Ms. Kathleen Rich-New, Mr. Mark Peterson, Ms. Barbara Loftus, and Ms. Ruth Long

Members Absent: Mr. Stockton Whitten, Treasurer, Mr. Mark Peterson, Ms. Catherine Wright

Others in Attendance: Dr. Patricia Nellius, CEO, Ms. Laurie Anna Blackburn, Board Liaison, Ms. Valerie Holmes, Senior Executive of Programs, Mr. Bill Bucher, Senior Executive Strategy, Ms. Debbie Davidson-Cook, Sr. Executive of Compliance, Mr. James Carlson, Sr. Executive of Administration, Ms. Patrice Grier, Staff Attorney, Ms. Phebe Powell, C.A.R.E.S., Ms. Ana Baznik, CEO, IMPOWER, Mr. Bill D’Aiuto, DCF, Ms. Jan Thompson, DCF, Ms. Katie Gimple, DCF, Mr. Eric Beck, Brouhard Insurance, Ms. Carmen Matthews, BFP, First Sargent Cruz, PAFB, Sargent Flynn, PAFB, Mr. Oscar, AECOM Team ISC, Mr. Mike, Machinist local Lodge 2061, Ms. Melissa Breckenridge, BFP, Ms. Enie Windle, Gala Volunteer, Ms. Deb Buza, Gala Volunteer.

Mr. Smith opened the meeting, welcomed and thanked everyone for attending the March 23, 2017 Board of Directors Meeting. He then asked all to state their names for the record.

Mr. Smith then reminded members that if they had a real or perceived conflict of interest to please complete the Conflict of Interest form (available at the meeting). None were presented.

Mr. Smith asked for a motion to approve the agenda.

Motion: Ms. Rich-New moved to approve the March 23, 2017 draft Agenda. This was seconded by Ms. Betting and the motion passed unanimously.

Mr. Carlson shared that Ms. Breckenridge managed the gift drive; he then asked her to introduce the top three donors.

Ms. Breckenridge was pleased to report once again AECOM, Team ISC, Machinist Local Lodge 2061, and PAFB First Sergeant Council were the top three gift drive donors. She commended them for their outstanding support to ensure every child in our care has a gift. Plaques were awarded and pictures were taken with representatives of each agency.

Mr. Carlson then recognized and commended Gala Committee members in attendance: Ms. Enie Windle, Ms. Deb Buza, and Ms. Malak Hammad who was not present, along with Ms. Breckenridge and Ms. Matthews for going above and beyond to put on a great event and for their ongoing efforts planning for the next Gala scheduled at the end of this year. Gifts were presented to committee members and a group picture was taken.

Motion: Ms. Betting moved to approve the February 23, 2017 Board Meeting Minutes. This was seconded by Ms. Long and the motion passed unanimously.

Mr. Smith then asked for a motion to approve the Consent Agenda.

Motion: Ms. Betting moved to approve the Board Data Report. This was seconded by Ms. Loftus and the motion passed unanimously.

Mr. Smith then asked Dr. Nellius to present her Board Report

CEO BOARD REPORT

Dr. Nellius reported March is National Social Work Recognition Month and to recognize child welfare professionals, BFP hosted a luncheon on March 16th at the South and Central Care Centers. She then commended case management and staff for their dedication and commitment to Brevard's children and families.

Dr. Nellius shared BFP was informed by DCF that the agency is scheduled for a compliance audit with federal sub-recipient requirements; details to follow.

Dr. Nellius then conveyed the COA site visit has been postponed to the end of September.

Dr. Nellius shared Legislative session began on March 7, 2017 and there has been a great deal of activity surrounding proposed Child Welfare legislation and she noted The NCFIE pilot demonstration project for Volusia Flagler has been filed by Representative Plasencia and sponsored by Senator Hukell.

Dr. Nellius reported Ms. Holmes and Mr. Little will be presenting the C.A.R.E.S. replication model at the CWLA Conference on March 29th. Mr. Carlson and Ms. Breckenridge will be attending for the first time as vendors to market the C.A.R.E.S. replication program. She added a team of BFP and C.A.R.E.S. staff will be in Tallahassee the week of March 27th for Children's Week.

Dr. Nellius indicated members will find a Return on Investment report with supplementary documents on the Board Portal for their review and she will be presenting the information under the old business section of the agenda. She was excited to report The NCFIE will be holding its 5th National Wraparound Training Institute in Melbourne Beach in May. To date 7 students have graduated and 3 students completed their oral defenses.

Dr. Nellius then reminded the Board of their decision at the January 26, 2017 board meeting, to consider a potential business relationship to develop software for use by human services agencies with a single business entity in lieu of five individual members as was originally proposed. In an attempt to fulfill the Board's recommendation, Growing Tree and its partners have agreed to form an LLC and propose that The NCFIE and the to be determined LLC will hold equal ownership of the new enterprise; each at 50% with The NCFIE having the controlling authority and voting interest at 51% to ensure the nonprofit's charitable purposes and tax exempt status are preserved. If the board approves the recommendation, Growing Tree and its partners will form the new LLC and subsequent to that, the documentation will be filed to create the new enterprise. Dr. Nellius asked Ms. Grier if she had anything further to share. Ms. Grier added that she received a summary from outside council and in their expert opinion the proposed organizational structure will preserve and protect The NCFIE's nonprofit charitable purpose and tax exempt status.

Dr. Nellius informed the board that the Strategic Planner will be submitting a narrative and the Strategic Plan priorities within next few weeks.

Dr. Nellius shared, as directed by the Board, Ms. Grier has worked with outside legal counsel to draft the Bylaws and Articles for the new subsidiary and Ms. Betting will be presenting 3 new Board candidates to be appointed to the new subsidiary's board of directors: Ms. Kelly Swartz, Ms. Leigh Holt, and Ms. Stephanie Strodman.

Dr. Nellius was pleased to report BFP continues to operate within the approved annual budget and staff have begun preliminary work to review gaps, needs and projections for the new FY. She added Ms. Davidson-Cook is launching the annual gap analysis for feedback from the community on any needs the agency may need to address when planning for the new fiscal year.

Dr. Nellius was pleased to report BFP received its Child Placing License with a high compliance rating of 99.7%. She then commended Ms. Holmes and her staff for a job well done.

Dr. Nellius ended her report reminding the board that The Annual Board Strategy Session will occur on the regularly scheduled April Board meeting date from 8:30 am-12:00 pm and at a location to be determined.

C.A.R.E.S. Board Report

Ms. Powell began her report by sharing Representative Rene Plasencia and Representative Tom Goodson visited Brevard C.A.R.E.S. on February 1st to learn about C.A.R.E.S. programs and services. During the visit, Representative Harrell was able to hear from families served by the C.A.R.E.S. High Fidelity Wraparound program and learn about the C.A.R.E.S. model and potential for replication.

Ms. Powell then shared in February she attended a two day Intensive COA Accreditation training providing her with instructions on how to develop the self-study document as well as tips and tools to facilitate a successful accreditation experience. C.A.R.E.S is aligned with BFP for the COA site visit scheduled in September.

Ms. Powell then reported April is Child Abuse Prevention Month and a number of activities have been scheduled within the community. She then went over the calendar of activities and noted April 7th is statewide wear blue day, where individuals are asked to wear blue, take pictures and submit them to BFP where they will be posted on our BFP Facebook page. She added, on April 28th a lunch gathering hosted by BFP and CAPTIF will take place at the Holiday Inn Viera.

ACTION ITEM: Ms. Blackburn will send an Outlook invite reminding Board Members to wear blue on April 7th.

New Business

Mr. Smith then asked Mr. Eric Beck of Brouhard Insurance to present his annual report.

Mr. Beck thanked the board for the opportunity to present the annual Insurance report. He shared the intent is to provide a high level overview of the current insurance and proposed renewal coverages. Mr. Beck then defined insurance coverages to include: Property coverage by location, i.e. replacement cost for computer equipment and electronic data processing, General Liability, employee theft and forgery, computer fraud, general and professional liabilities, liquor liability for special events, employee benefits liability to include errors and omissions, business automobile coverage for any vehicle owned by BFP and employee coverage while on company business, along with an umbrella policy covering claims over the general liability limits to include prior acts coverage retroactive to February 1, 2005. He then spoke about the separate Foster Parent Liability Insurance approved by the board for the period March 1, 2016 to July 1, 2017 and stated it will also be included in the renewal policy. Mr. Beck then shared Volunteers are covered under the workers comp volunteer accident policy in the event they are injured while working on behalf of Brevard Family Partnership. He ended his report projecting a 10% increase on the business automobile insurance line item; however, there are no other projected increases to the other liability line items that will significantly impact renewal premiums. Mr. Beck asked if there were any questions and none were expressed.

Financials

Mr. Carlson referred members to the Statement of Revenues and Expenditures located on the second page of the financial package and noted a \$34,063 variance in Salaries and Benefits Expense due to lowering the percentage of Dr. Nelliuss' salary allocated to The NCFIE from 50% to 25% for the period July 2016 through February 2017; the revised cost allocation plan was submitted and approved by DCF in late January.

He then reported the agency just received a DCF contract amendment increasing adoption funding by \$75K and he expects the adoption shortfall to be fully covered by fiscal year-end. Mr. Carlson stated that February closed under budget by \$52,654 and year to date is under by \$159K through February.

Mr. Carlson noted, at the recommendation of the board the Wells Fargo Account was liquidated in February for the advancement of NCFIE and the funds are held in a money market account at PNC Bank.

Mr. Smith then asked Mr. Carlson to report on the Staff Satisfaction Survey.

Mr. Carlson reported that the actual survey results were posted to Board Portal and he provided the following information using a PowerPoint presentation:

- BFP had 39 of 53 staff respond to the survey which represents 73.6% of the employees.
- BFP had 5 staff separations in calendar year 2015, 1 death, 2 employees relocated out of state, 7 resignations and 1 lay off.
- 95.9% of BFP staff reported overall satisfaction with the agency, representing an increase of 1.4% from 2015 and is above the target of 82% for 2016.
- In 12 individual areas tracked on the survey, scores increased in 8 areas and decreased in 4 areas and the areas reflecting the largest increase were Commitment to Excellence and Individual Progress.
- Comments from staff identified that another year without merit increases, and increased benefit costs were issues.
- Overall Observations:
 - The scores in every category remain steady in comparison with past years, though most show a slight increase.
 - Staffing remained stable throughout the year with the agency choosing to leave seven positions vacant in response to budgetary constraints.
- Areas of Continued Focus:
 - Communication across the agency
 - CEO presentations at Monthly staff meetings
 - Ensuring staff continue to work towards strategic plan goals

Mr. Smith asked Mr. Carlson to address the Berkshire Associates letter on the agency AAP results.

Mr. Carlson shared the letter from Berkshire Associates was posted to the portal for review in advance of the meeting. He then reported that the agency received a favorable rating confirming there were no adverse findings impacting the Affirmative Action Plan. Ms. Rich-New asked whether the protected veterans and disability disclosures are required or a preference. Mr. Carlson reported it is a preference and a voluntary disclosure.

Mr. Smith then indicated the board has had an opportunity to review the information pertaining to the formation of the new LLC and he would like to move forward with the motion.

Motion: Ms. Rich-New moved to approve the formation of the new LLC. This was seconded by Ms. Betting and the motion passed unanimously.

Mr. Smith noted the Articles of Organization and Bylaws for the new 501c3 have been posted to the Board Portal for review and he is seeking a motion to approve.

Motion: Ms. Betting moved to approve the Articles of Organization and Bylaws for the new 501c3. This was seconded by Ms. Loftus and the motion passed unanimously.

Mr. Smith then shared he is seeking a motion to appoint board members for the new 501c3 organization and asked Ms. Betting to present the motions:

Motion: Ms. Betting moved to approve Ms. Kelly Swartz for a seat on the new 501c3 Board of Directors. This was seconded by Ms. Loftus and the motion passed unanimously.

Motion: Ms. Betting moved to approve Ms. Stephanie Strodman for a seat on the new 501c3 Board of Directors. This was seconded by Ms. Rich-New and the motion passed unanimously.

Motion: Ms. Betting moved to approve Ms. Leigh Holt for a seat on the new 501c3 Board of Directors. This was seconded by Ms. Loftus and the motion passed unanimously.

Mr. Smith then reminded board members that GOV211 Separate Legal Entities has been posted to the Board Portal for review in advance of the meeting and he is asking for a motion to approve.

Motion: Dr. Howes moved to approve GOV211 Separate Legal Entities. This was seconded by Ms. Rich-New and the motion passed unanimously.

Old Business

Mr. Smith then reminded members that he requested that the Board Member Donation Report be included in the binders on monthly basis. He then asked Mr. Carlson for the date the board needs to meet their collective goal. Mr. Carlson responded: June 30, 2017.

Mr. Smith then asked Ms. Loftus to report on the Risk Management Subcommittee meeting.

Ms. Loftus shared the committee met on March 21st and as part of their charter they are to provide oversight to the risk management process; so they reviewed the risk management plan BFP has in place. In addition, the committee reviewed the results from the relative and non relative caregiver survey and although over all there is an improvement from the prior year's survey results, one area that stood out was communication with caregivers that appeared, from the supporting data, as an area needing improvement.

Mr. Smith asked Ms. Betting to report on the Marketing Subcommittee meeting.

Ms. Betting reported the focus of the last meeting was on social media and the types of posts drawing the most visitors; the statistics show human interests such as staff recognitions draw the most visits to the BFP Facebook page and the Heart Gallery draw the most visits to the BFP Website. The committee is looking into ways to engage staff to support social media through following and sharing posts from the BFP Facebook to their personal social media contacts. The next meeting will focus on review of the BFP website for upgrades and improvements.

Mr. Smith then asked Dr. Nellius for her Return on Investment Presentation.

Dr. Nellius then provided an overview of the ROI report and C.A.R.E.S. Replication Cost Model that were posted on the Board Portal.

Ms. Loftus asked Dr. Nellius, in the Year 2 Cost model, how much of the \$4,500 is allocated to the Licensing Fee. Dr. Nellius reported it depends on the size of the replication.

Ms. Loftus suggested the licensing fee be based on a per team units to clearly identify the allocated costs and the calculations should be consistent throughout. Dr. Nellius will revise the cost model and present it at the next board meeting.

Dr. Nellius then reported on the investments made to date:

- CWLA sponsorship
- Marketing materials to include the C.A.R.E.S. Brochure and the NCFIE floor and table Banner
- C.A.R.E.S. National Replication Outreach
 - All 50 states DCF Secretaries and Child Welfare Directors
 - State Leadership
 - FCC
 - Open Minds
 - Alliance For Strong Families
 - CWLA

Dr. Nellius then reported on the following C.A.R.E.S. Replication Inquiries to Date:

- Utah
- Texas
- Syracuse, NY
- Napa County, Ca. (Very Promising)
- University of North Carolina Chapel Hill (Promising Training Contract)

Dr. Nellius shared she is excited about the Napa County, CA proposal; it will allow for the first replication to be implemented in a smaller and manageable environment. Ms. Loftus supports implementing the first replication on a smaller scale.

She then continued with investments:

- Growing Tree NCFIE Website Design
- Investment: \$14,700
 - ROI:
 - Professionalizes Image of NCFIE and C.A.R.E.S.
 - Modernizes the messaging and user experience
 - Provides resources, tools, research and industry news that draws visitors

She then provided a brief tour of the newly designed NCFIE website.

Dr. Nellius then reviewed the Future Investment Options under consideration and is looking for the boards input on the best way to invest the next portion of revenue:

Root Cause Proposal: 3 Phases: Phase one to be implemented in September 2017

- Root Cause will facilitate a process made up of three phases, intended to provide a full-year of support:
 - Phase 1: Coaching, Planning to Plan, and Benchmarking (March – August) (\$54,000)
 - Phase 2: Development of a C.A.R.E.S. state entry strategy (June - October)

- Phase 3: Implementation Guidance (November– February)

Growing Tree Proposal: Phase 1: \$56,000 to be implemented by July 1, 2017

- Site Implementation Approach – to define a customizable strategy for the implementation of the C.A.R.E.S. model.
- Site Implementation Tools – to provide replication sites with templates and guides to successfully execute their implementation strategy.
- Site Implementation Marketing Materials – to inform potential replication sites on the availability and extent of implementation support behind the C.A.R.E.S. model.

Next Steps:

- Hire NCFIE Consultant Trainer to ensure sufficient expertise exists to support impending implementation. A job description has been posted nationally and Dr. Nellius is currently collecting resume's to get a feel for the level of interest.
- Determine if, when and how to proceed with proposals from Growing Tree and Root Cause.

The board then discussed the time line to implement the Growing Tree Proposal by July 1 opposed to waiting until September. The Board then agreed with moving forward with the Growing Tree proposal to implement the tools, resources and training materials to better prepare for the Root Cause implementation in September.

Mr. Smith then directed the board members to the Subcommittee Roster showing committee member assignments.

Mr. Smith then asked Ms. Holmes to report on Goal 6: FAMILY PRESERVATION – Protect children while strengthening families.

Customize services to meet the unique needs of each child and family

6c. Streamline communications and scheduling to increase Family Team Conferencing.

Families served through Brevard CARES will receive Family Team Conferencing. Families that receive Wraparound and Family Team Conferencing in Dependency will meet referral prioritization criteria.

100% of all families served at CARES receive Family Team Conferencing. An average of 40 families are being served per month in Dependency that receive FTC's and Wraparound.

Public Comments

Mr. Smith asked for public comments. None were expressed.

Mr. Smith then asked for a motion to adjourn.

Motion: Ms. Betting motioned to adjourn. This was seconded by Ms. Long and the motion passed unanimously.

Respectfully Submitted,

Laurie Anna Blackburn
Board Liaison

Approved at the April 27, 2017 Brevard Family Partnership Board of Directors Strategy meeting.

March 23, 2017 Board Meeting

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