

BOARD OF DIRECTORS  
April 28, 2016 Strategic Planning Workshop  
Minutes

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

**Others in Attendance:** Dr. Patricia Nellius, CEO and Ms. Laurie Anna Blackburn, Board Liaison.

Mr. Smith opened the meeting, welcomed and thanked everyone for attending the offsite April 28, 2016 Board Strategic Planning Workshop.

Mr. Smith then asked Ms. Rich-New to start the Ice Breaker activity.

Ms. Rich-New asked members to pair up with an unfamiliar board member and she asked Dr. Nellius pair up with someone since she will be facilitating the activity. She then asked each team to discuss the following questions, and after ten minutes each team will introduce their partner and provide their answers scribed by Ms. Blackburn:

What was the motivation to join the Brevard Family Partnership Board of Directors?

Responses:

Mr. Smith Introduced Ms. Goldfarb:	Healthy Families
Mr. Whitten Introduced Ms. Wright:	Passion for Children and Families
Ms. Goldfarb introduced Mr. Smith:	Community Involvement
Ms. Loftus introduced Ms. Betting:	Involvement in a world class organization
Ms. Wright introduced Mr. Whitten:	Fiscal Responsibility and Passion for Children and Families
Ms. Betting introduced Ms. Loftus:	Children aging out of Foster Care
Dr. Howes introduced Ms. Long:	Giving back to the community through helping families
Dr. Nellius introduced Mr. Peterson:	Passion for serving youth and the community
Ms. Long introduced Dr. Howes:	Help youth thrive

What abilities, knowledge, skillsets and resources does your partner contribute to enhance the board?

Responses:

Ms. Goldfarb reported:	Mr. Smith brings leadership
Ms. Wright reported:	Mr. Whitten brings Finance Expertise and access to Government Resources
Dr. Howes reported:	Ms. Long brings a wealth of county networking and health care industry experience.
Mr. Whitten reported:	Ms. Wright brings expertise in the areas of Marketing, Strategy, and metric accountability.
Ms. Long reported:	Dr. Howes has a diverse background; Military, business, and education.
Mr. Smith reported:	Ms. Goldfarb brings connections within the community and great enthusiasm.
Ms. Loftus reported:	Ms. Betting brings a background in clinical social work with critical thinking skills.
Dr. Nellius reported:	Mr. Peterson brings the skill of legal advocacy for youth.
Ms. Betting reported:	Ms. Loftus has the time, talent and energy, along with analytical and critical thinking abilities.

Members then asked Ms. Rich-New to share her motivations and contributions. Ms. Rich-New shared she was brought in as a consultant at the time the community was interviewing for a CEO to operate the community based care agency and to ensure that all parties had a clear understanding of the processes to implement a community based system of care. She was then contracted by the CBC to provide executive staff coaching to ensure the organization is operating efficiently with the right staff in the right positions, and to assist with developing the forward direction of the agency through a 5 year strategic work plan.

Ms. Rich-New then recapped the questions and input and shared that it's all about tapping into each other resources to guide, lead and direct the agency efficiently and effectively in support of their community obligations which is to implement and manage a comprehensive, integrated, community based system of care for abused, abandoned and neglected children and their families. She then added that BFP is one of the leading CBC's in the state.

Mr. Smith shared he believes in the fundamentals of servant leadership, and personally he is here to support the roles and obligations of the agency. He then asked Mr. Whitten to provide an overview of the Carver Policy Governance Model that was adopted by the founding board.

Mr. Whitten shared after the officer transition in January he, Mr. Smith and Dr. Howes felt a review of the Carver Governance Policy would be a great opportunity for board members to learn the principles under the model, understand board member roles and their connection with the organization. He then began his PowerPoint presentation with an overview of the model, the board policy development and alignment under COA, the components of the model and connecting to the agency through the CEO with prescribed governance policies and procedures. He then commended Dr. Nellius for her intimate knowledge of the child welfare system and for being one of the best CBC CEO's in the state. Ms. Rich-New added this is measured by her awards, invitations to speak at the senate and participation on statewide boards. Mr. Whitten then passed out the BFP Governance Policy GOV-011 and noted that the policy was created to mirror the principles and components of the Carver's Governance Policy Model. He then asked the board to turn to pages 2 - 4 and review the Board CEO linkage; unity of control, accountability and Delegation of the CEO.

He then referenced the agenda item: No Hybrids and spoke about the importance of the board to collectively agree or disagree to subscribe to the existing governance model.

Ms. Loftus shared that she now has a better understanding of the framework and questioned why the constraints are integrated into the BFP Board Governance Policy. Dr. Nellius shared the inclusion was at the discretion of the founding board that developed the policy, however for her, she is compelled to present the board with information as outlined in the constraints and limitations. Mr. Smith and Mr. Whitten agreed that the constraints are an integral part of the BFP Governance Policy as they are a part of the Carver's model expressing both the expectation and limitations of the CEO; the interaction of the two is what makes the model work.

**ACTION ITEM:** The Carver's Policy Governance Model will be included in Board Orientation Binders.

The board then discussed reviewing the governance model and policies to ensure adherence and oversight of the future direction and mission of the organization.

Ms. Goldfarb suggested that Dr. Nellius provide feedback on how the board is performing in terms of leadership in support of her needs to meet the mission and vision of the agency.

Dr. Nellius then shared as part of the DCF contract, from a fiduciary standpoint the board is expected to closely monitor the monthly spending trends and the CFO for the state suggested the board review the financials in more detail than it currently does.

Dr. Nellius shared the agency is nearing the end of the 5 year Strategic work plan and will begin to develop a new 5 year plan in January and this will be a great opportunity for the new board members to participate in the process.

Dr. Nellius then provided the board with her leadership philosophy and shared operating under the Carver's Governance Policy, she typically works through the Board Chair on anything of critical importance, anything prescribed through the policies she will send out notifications to all the board members, and periodically she will consult with individual board members for advisement within their areas of expertise, in addition to rolling up matters of concern from individual members to the full board to address; she views the board as a valuable resource. She then spoke about the unity of control being a benefit of this model in maintaining a clear understanding of the Boards role of fiduciary and business oversight through setting policy and the linkage to the CEO role to implement policy and achieving the mission and vision. Mr. Whitten added that it is Dr. Nellius' responsibility to take all of the boards input and determine if it affects policy matters and if it does, she will present the matter to the full board.

There were discussions concerning board members having an opportunity to comment at the board meeting and have more involvement in the some of the strategic planning processes to lighten the CEO's workload.

Dr. Nellius responded by assuring the board that the strategic 5 year plan is a living and breathing document; every month a goal is reported at the board meeting, on an annual basis goals for the plan year are submitted to the board for approval; and every goal is currently being integrated into every division and staff members performance evaluation, as well as every staff member has the strategy map on display at their desk. She then agreed that it would be beneficial for the board to take on a more active role for example a peer to peer board orientation versus the CEO conducting the orientation. She then agreed with board members having an opportunity to comment during meetings and reminded them that the meeting is operated under the sunshine law. Mr. Smith added, for this very reason, the agenda is devised and approved in advance so that all can agree on the topics of discussion.

Mr. Smith then passed out an overview on Carver Governance and history and asked each member to share their input on continuing to operate under the fidelity of the Carver Policy Governance Model. All board members agreed to continue to operate under the current governance model with no hybrids.

Additionally, Ms. Betting shared that she would like the CEO to continue performing the new board member orientations to ensure each board member receives the same consistent message.

Ms. Loftus shared her concerns with the constraints levied on the board by the Sunshine Law and from the contracts limiting open dialog at the board meetings. She then shared from the governance model perspective; the Board Chair should develop the agenda with input from the CEO versus the current process and she suggested editing the Governance Policy wording to align with the model. Dr. Nellius shared that the majority of the agenda and the annual board member calendar items are standing and in accordance with COA requirements and our contract obligations. Mr. Whitten agreed to change the wording; in practice it will not affect the process in developing the agenda or the standing agenda items.

**Action Item:** GOV011- Governance Model will be modified as recommended to align with Carver's Model

Mr. Smith then moved to discuss the CEO Succession Plan.

Dr. Nellius then provided an overview of GOV004 – Succession Plan which outlines the procedures in the event of the departure or incapacitation of the CEO. In part, the Senior Executive of Administration will step in as the interim CEO, while working with the board to establish a plan and time line for the board to conduct a local, state and/or national executive search.

Mr. Smith then moved to discuss the NCFIE and CARES Board oversight. Dr. Nellius explained that the BFP Board is the sole member and each of the organizations is the subsidiary. While each board has autonomy to develop their own budget, BFP has oversight over their budgets, board members, appoints their board chair, approves the Executive Director Positions for each organization, and all ratifications to the Bylaws have to be approved by the BFP Board of Directors.

Dr. Nellius then provided the background and history on the development of NCFIE with the intent to generate revenue streams under the center through certification training, technical assistance, consultations and the replication of the Brevard C.A.R.E.S. evidence based program. She then spoke about the board selection process and shared that the current board members are national industry experts and renowned consultants, who function as figureheads to bring credibility to the organization. Ms. Rich-New added, they are the industry experts who will be contracted periodically as key note speakers and conduct workshops at Wraparound conferences.

Dr. Nellius then provided an overview on the structure and contractual relationship that exists between Brevard Family Partnership and Brevard C.A.R.E.S. She then reported she designed C.A.R.E.S. to meet one of the priorities set by the community to implement an aggressive front end prevention and diversion program model. After two national independent evaluations; validating that the program has been proven to be effective, the Board decided to spin out Brevard C.A.R.E.S as a subsidiary of BFP.

Mr. Smith then moved to legislative priorities and board involvement.

Ms. Loftus suggested the board be given advanced notice to better prepare for last minute requests to support legislative activities. Dr. Nellius explained the last minute efforts during the last 10 days of the legislative session is meant to inundate the Governor's Office in support of the item hitting the floor at that point in time. Mr. Smith explained the legislative priorities planning process with the CBC's and the FCC for the year prior to legislative sessions. He then suggested that the new board members attend the FCC conference to get a better understanding of how the priorities are set. Mr. Whitten added that over time, new board members will become more comfortable and familiar with the system of care industry, its terms and acronyms. Dr. Nellius then added the legislative agenda is presented to the board; meetings are coordinated with the lobbyist to meet with county commissioners and representatives. Board members are invited to attend the meetings and legislative sessions in Tallahassee. Dr. Nellius shared she sees it as her duty to interact and work with board members to discuss achieving some of the objectives presented and to be an available resource. She noted under the Sunshine Law, she cannot carry a message to the Board Chair or member to member; a formal request must to be facilitated through Ms. Blackburn.

Mr. Smith then moved to Goal Setting: Board Membership Recruitment

The board then discussed the board recruitment policy process to include presenting the prospective board candidate to the Board Recruitment Subcommittee. The board then decided that recruitment efforts should focus on identifying one member representing consumers with past experience in the system; i.e. adoptive parent, alumni of Brevard C.A.R.E.S. programs, former foster youth, etc.

Mr. Smith then moved to Fundraising Board Goal and Organization Goal.

Mr. Smith spoke about the importance of full board member participation with annual pledges and how that will qualify the agency for certain grant applications and other funding opportunities from foundations. The board tentatively decided to contribute \$10,000.00 to the Agency and will strive for the \$100,000.00 goal using community resources and connections. The board decided to add this to the May agenda.

The board then discussed the Donor Relations and Marketing Subcommittees to participate with the planning and development of the Lipsync Gala. Dr. Nellius will coordinate a convening.

Mr. Smith thanked everyone for attending and adjourned the meeting.

Respectfully Submitted,

Laurie Anna Blackburn  
Board Liaison

Approved at the June 1, 2016 Board of Directors meeting.