

BOARD OF DIRECTORS
August 24, 2017 Board Meeting
Minutes

Attendees: Mr. Eric Smith, Board Chair, Mr. Stockton Whitten, Treasurer, Ms. Andrea Betting, Ms. Ruth Long, and Ms. Catherine Wright.

Members Absent: Dr. Greg Howes, Ms. Kathleen Rich-New, Mr. Mark Peterson, Ms. Barbara Loftus

Others in Attendance: Dr. Patricia Nellius, CEO, Ms. Laurie Anna Blackburn, Board Liaison, Ms. Debbie Davidson-Cook, Sr. Executive of Compliance, Mr. James Carlson, Sr. Executive of Administration, Ms. Valerie Holmes, Sr. Executive of Programs, Amy Hammet, DCF Mr. Bill Bucher, Family Allies, Ms. Phebe Powell, C.A.R.E.S., and Ms. Patrice Grier, BFP, Ms. LaChrista Jones, BFP and Ms. Danielle Santiago, BFP, Ms. Ayala, Jessica, BFP, Ms. Melissa Breckenridge, BFP, Ms. April Coyle, BFP, Ms. Melissa Eady, BFP, Ms. Staci Faenza-Seward, C.A.R.E.S., Ms. Katie Foley, BFP, Ms. Cyndi Hernandez, BFP, Ms. Shan Jackson, BFP, Ms. LaShica Kelly, C.A.R.E.S., Ms. Ellen Laye, BFP, Ms. Monica Martin, BFP, Ms. Aisha Missick, C.A.R.E.S., Ms. Mable Williams, Family Allies, Ms. Sheralyn Jenkins, C.A.R.E.S.

Mr. Smith opened the meeting, welcomed and thanked everyone for attending the August 24, 2017 BFP Board Meeting. He then asked all to state their names for the record.

Mr. Smith then reminded members that if anyone 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 to modify the August 24, 2017 Agenda to address Leadership Team introductions, Employee 10 year Recognitions, Introduce Mr. Kevin Maloney, and defer the 2017 Contract Executive Summary to the next board meeting.

Motion: Ms. Betting moved to approve the August 24, 2017 Draft Agenda with the proposed changes. This was seconded by Mr. Whitten and the motion passed unanimously.

Mr. Smith then asked Dr. Nellius to address Leadership Team introductions:

Dr. Nellius was pleased to share this team is the largest since the inception. She then provided the history on the development of the Leadership Team 9 years ago, which allows staff who are nominated by their peers to work with the CEO and experience high level decision making processes that they wouldn't otherwise typically be exposed to during their normal work day. Dr. Nellius then commended Ms. Cassie Bennett, former Chair and Ms. Patrice Grier, former Vice Chair for their 18 months of outstanding leadership. Dr. Nellius then introduced Ms. April Coyle who will introduce the team members and the new charge assigned by the former leadership team.

Ms. Coyle began by sharing the team has been charged with community outreach activities to increase awareness about BFP and what the agency does for the community. She then introduced the Leadership team as follows: Ms. Jessica Ayala, Ms. Melissa Breckenridge, Ms. Staci Faenza-Seward, Ms. Katie Foley, Ms. Cyndi Hernandez, Ms. Shan Jackson, Ms. LaShica Kelly, Ms. Ellen Laye, Ms. Monica Martin, Ms. Aisha Missick, Ms. Mable Williams, Ms. Melissa Eady, Vice Chair, Ms. Sheralyn Jenkins, Chair, and Mr. Melvin Mitchell who was not present.

Dr. Nellius was pleased to introduce Mr. Kevin Maloney, the new Senior Executive of Strategy and Performance. She shared Mr. Maloney joins BFP with a wealth of knowledge and expertise in the field of child welfare, human services and advanced data and performance experience. She then shared he comes from Kid Central a sister CBC in Ocala where he served as the Director of Information Technology and in 2013 he became the Director of Operations responsible for performance oversight of the subcontracted providers and for ensuring that service delivery was performed per the organizations mission, vision, and values.

Dr. Nellius was pleased to announce Ms. Davidson-Cook, Senior Executive of Compliance has been with the agency for 10 years and commended her for her outstanding dedication and commitment particularly with her expertise in leading the agency through the COA accreditation process since inception. Dr. Nellius then provided Ms. Davidson-Cook with a 10 year service award.

Ms. LaChrista Jones was pleased to announce Ms. Danielle Santiago has reached her 10 year mark with Brevard Family Partnership. She commended Ms. Santiago, Supervisor of Licensing for her dedication, commitment, and outstanding leadership to ensure all licensed foster homes are of the highest quality for Brevard's children. She was happy to share that Ms. Santiago has worked with Ms. Jones for her full 10 years and it has been a pleasure and honor. Ms. Jones then provided Ms. Santiago with a 10 year service award.

Dr. Nellius then recognized Mr. Bill Bucher for the exemplary leadership demonstrated throughout the implementation of Family Allies. She then provided Mr. Bucher with a recognition award. Mr. Bucher spoke about the activities implemented to continue to increase morale and encourage cultural change. He then expressed it to be an honor serving as the Executive Director of Family Allies and thanked the Board for their support, leadership, guidance and for their decision to bring case management under local control to serve the children and families in Brevard County.

Ms. Phebe Powell explained that Ms. Shenelle Robertson could not be present due to unforeseen circumstances; however a video of Shenelle sharing her story will be presented to the Board. After the video, Ms. Powell shared that the video was shown at the CAPTF awards banquet and at the FCC conference where she received the Outstanding Youth Award. Ms. Powell then explained Ms. Robertson is Brevard C.A.R.E.S. Youth Liaison, and her primary responsibility is to reach out to children to ensure that the child has the opportunity to speak on behalf of themselves, in turn she will report back to the Care Coordinators to ensure services are implemented for the child and their family. Ms. Powell then shared Ms. Robertson has completed her Bachelor's degree in Organizational Management and is currently exploring other educational opportunities and programs.

Mr. Smith asked for a motion to approve the July 20th board meeting minutes.

Motion: Ms. Wright moved to approve the July 20, 2017 Board Meeting Minutes. This was seconded by Ms. Betting and the motion passed unanimously.

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

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

CEO Board Report

Dr. Nellius reported COA will be arriving at BFP and C.A.R.E.S. beginning Sunday Sept. 24th through Tuesday Sept 26th. On Monday morning the COA site examiners will begin with an entrance meeting and will meet with the BFP Board directly afterward. She then asked Board Members to reach out to Ms. Blackburn for their availability.

Dr. Nellius shared on September 20, 2017 BFP will be presenting its Legislative priorities at the County Legislative meeting. She then asked Board Members to contact Ms. Blackburn if interested in attending. Dr. Nellius noted that talking points will be developed and distributed to members of the board.

Dr. Nellius was pleased to report, as the result of BFP receiving a portion of restored funding, several positions have been reinstated to strengthen the resources for children and families available through the local SOC. She then shared BFP leadership has been working with the Parenting with Love and Limits (PLL) leadership to design an integrated model of service delivery that incorporates the Wraparound process and the PLL Model intervention for at risk and crossover youth; both programs are evidence based. She noted the pilot model will be launched through C.A.R.E.S. as they serve a large percentage of ungovernable youth and their families. She then noted that the statewide Crossover Youth Workgroup has identified a pilot program model to be competitively procured in 3 regions across the state and The NCFIE and PLL are preparing to bid on the contract.

Dr. Nellius was excited to announce that the agency is partnering with Smile for Budgie to initiate a Brevard Youth Leadership Academy. Ms. Holmes added the academy is looking for 8 to 12 youth to participate in a 6 month program beginning in September 2017. The Leadership Academy is also seeking mentors who are interested in participating in the program alongside a youth who does not have an adult to support them through their experience. Dr. Nellius asked interested board members to contact Ms. Holmes or Ms. Blackburn.

Dr. Nellius informed BFP has drafted its 2017-18 Financial Viability plan and it was submitted to DCF on August 15th. Upon DCF approval, a copy of the plan will be posted on the Board portal.

Dr. Nellius then stated during the fiscal year end closing process staff identified that IMPOWER charged BFP \$31,716.85 in "Professional Fees" for the months of April and May 2017 without prior BFP approval; the contract terms required prior approval from BFP before spending more than \$10,000 over their budget line item of \$14,700 in Professional fees. In addition, BFP received IMPOWER'S financial information for June 2017 showing a total of \$76,445 in Professional fees

without obtaining the required advanced approval from BFP. As a result, BFP issued IMPOWER two letters dated June 30th and August 7th requesting reimbursement of these unauthorized fees totaling \$51,745.00. To date, IMPOWER has not responded to the request for repayment. This matter is on the agenda under new business for the Board's determination on how to proceed; either write off this loss or escalate the request to external legal counsel to address and remedy.

Dr. Nellius then referred to the Equity Allocation Formula (EAF) assumption model showing the revision to be submitted to the Legislature for consideration in this year's session; the current EAF is 80/20 and the proposed is 70/30.

Dr. Nellius ended her report sharing the monthly strategic plan goal is not included on the Board agenda as the new tracking tools are in the process of being aggregated with staff assignments.

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

Ms. Powell reported Brevard C.A.R.E.S. executed the contract with Housing for the Homeless to provide case management services for their HUD Bonus Project with a total of ten families transitioning on August 1st. She noted five of the ten are already with C.A.R.E.S.

Ms. Powell then shared C.A.R.E.S. continues to prepare for the COA Site visit scheduled to occur on September 24 – 26, 2017.

Ms. Powell was pleased to report in June C.A.R.E.S. billed for 3 cases receiving targeted case management services and payment was received from WellCare. She then commended Ms. Tracy Pellegrino, COO for her diligent efforts to improve the process for billing submissions.

Family Allies Board Report

Mr. Bucher stated the agency continues to focus on staff and clients remaining calm, safe and well.

He then spoke about the development of the Transformational Blueprint submitted on July 31st to the Alliance for Strong Families and Communities. He noted the plan focuses on three change leadership transformational strategies:

- Engaging, training, supporting, and retaining staff
- Weaving a clear family and community focus into the organizational culture
- Developing methods to help everyone feel safe, secure, calm and well

Mr. Bucher then spoke about the incentives implemented to increase staff moral: National Lollypop Day, Birthday Roundtables; National tell a joke day, and as part of the transition activities he and the COO issued two certificates to chauffer staff for an entire day.

Mr. Bucher shared that Permanency is the primary focus and the national rate is 46% and he was pleased to announce that Family Allies exceeded the measure as follows: 48% for July and 56% for August and currently 37% for September and he expects to exceed the state measure for the month as well.

Mr. Smith then asked Mr. Carlson to report on the financials.

Financials

Mr. Carlson was pleased to report in June FYE 2017 the agency had \$378k in roll forward money with expenses of \$376k, leaving a \$2k positive balance.

Mr. Carlson then reported the following variances for June:

- Salaries and Benefits were over budget due to reinstating 7 positions that were originally eliminated.
- Equipment is over budget due to replacement costs.
- Community Training was over budget due to the Trauma Informed Care Summit.
- Case Management costs were over and attributed to the \$110, 000 startup costs for Family Allies and \$64k for IMPOWER incentives.

Mr. Carlson reported the following variances for July:

- Revenue is below budget due the reverting back to the contract value at the beginning of the previous fiscal year.
- Insurance is over and attributed to paying contract premiums in advance.
- OHC is over and attributed to the annual clothing vouchers.
- The Adoptions line is over and will be fully covered by DCF.

Mr. Smith then asked for information pertaining to the IMPOWER recoupment.

Ms. Grier stated IMPOWER charged "Professional Fees" exceeding the contract terms which clearly state prior approval from BFP is required before spending more than \$10,000 over their budget line item. Ms. Grier reported as a result, BFP issued IMPOWER two letters dated June 30th and August 7th requesting reimbursement of these unauthorized fees totaling \$51,745.00 and to date IMPOWER has not responded to the request for repayment. Ms. Grier then shared outside counsel has affirmed there is just cause of action for a partial breach if the subcontractor does not respond. Ms. Grier then stated pursuing a lawsuit could be costly and could well exceed the recoupment amount. Dr. Nellius interjected and clarified that she is looking for the board to determine on how to proceed; either to write off the loss or escalate the request to external legal counsel to issue a demand letter to IMPOWER's legal counsel.

The board members then discussed the benefit over the cost of perusing a lawsuit, the historical response for this type of breach, and the financial ramifications with DCF should the agency write off the debt. Ms. Hammet reported that she doesn't see any adverse action will be taken by DCF for writing off the debt. Dr. Nellius stated she does not recommend moving forward with a lawsuit; a demand letter would be the natural progression.

Motion: Mr. Whitten moved to approve BFP's external counsel to submit a demand letter to IMPOWER's external counsel seeking recoupment of the \$51,745.00 in unauthorized professional fees. This was seconded by Ms. Betting and the motion passed unanimously.

Ms. Wright suggested before serving the demand letter, a communication plan needs to be developed to address any adverse attention that may surface.

Mr. Smith then asked Mr. Carlson to address the Annual Donation Report.

Mr. Carlson began by stating the report will be forward to Ms. Blackburn to load to the Board Portal for member's edification.

Using a PowerPoint presentation, Mr. Carlson provided a breakdown supporting the \$188,861 donations received in FY 2016-17 as follows:

- \$70,337 in cash donations
- \$47,249 in kind donations
- \$71,075 for the Holiday gift drive

Risk Management Subcommittee meeting

Mr. Smith asked Ms. Davidson-Cook to report out on the Risk Management Subcommittee Meeting.

Ms. Davidson-Cook spoke about the committee's initiative over the next year to review Brouhard Insurance coverage for the family of agencies in addition to continue to review risks and future ramifications until Family Allies, The NCFIE and C.A.R.E.S are in a position to assume that oversite function. Mr. Smith added that the committee reviewed the insurance coverages line item by line item to get a better understanding of the insurance coverages. Ms. Davidson-Cook added the committee will be adding quarterly reviews and improvement activities to address potential risks.

Donor Development: Gala

Mr. Carlson reported the Gala Committee will be meeting at noon and to date there are 6 performers and 9 confirmed donors. He noted donations will be accepted right up to the day of the event.

Marketing Subcommittee

Ms. Wright shared outreach efforts were made to stakeholders for feedback regarding what they would like to see on the BFP website pages. Ms. Breckenridge has been auditing the website pages for content. Ms. Wright then mentioned another initiative the committee is working on is to develop a visual signage board to be posted at each site linking the family of agencies together.

Mr. Smith then referenced the Board Donation Report for board members edification. Ms. Betting noted that the report reflects donations for the period June 2016 through July 2017. Mr. Smith stated donation forms will be distributed at the September Board Meeting and Board Donations will be added to the agenda.



Mr. Smith then reminded members that the Board of Directors Subcommittee Roster is located in the old business section of the binder.

Public Comments

Mr. Smith asked if there were any public comments.

Dr. Nellius was pleased to announce that Ms. Holmes has reached 13 years with the Agency.

Mr. Smith asked for a motion to adjourn.

Motion: Ms. Long moved to adjourn. This was seconded by Mr. Whitten and the motion passed unanimously.

Respectfully Submitted,

Laurie Anna Blackburn
Board Liaison

Approved by the Brevard Family Board of Directors on September 28, 2017.