



BOARD OF DIRECTORS
July 20, 2017 Board Meeting
Minutes

Attendees: Mr. Eric Smith, Board Chair, Ms. Kathleen Rich-New, Ms. Barbara Loftus Ms. Ruth Long, and Ms. Catherine Wright

Members Absent: Dr. Greg Howes, Mr. Stockton Whitten and Mr. Mark Peterson

Others in Attendance: Dr. Patricia Nelliuss, 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 Ms. Dixie Sansom, Lobbyist, Ms. Kellie Sweat-Darnell, Mr. Mark Slager, Ms. Astrid Pallme' Sikamore Technology Group, LLC, Mr. Bill Bucher, Family Allies, Ms. Phebe Powell, Brevard C.A.R.E.S., and Ms. Patrice Grier, BFP.

Mr. Smith opened the meeting, welcomed and thanked everyone for attending the July 20, 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 for a motion to approve the agenda.

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

Mr. Smith then asked Ms. Holmes to introduce Ms. Sansom

Ms. Holmes shared Ms. Sansom is BFP's lobbyist and has been working diligently through legislative sessions on behalf of Brevard's Children and Families and she is present to provide a legislative update.

Ms. Sansom began by sharing Mr. Sansom extends his regrets for not attending; he had another commitment in Titusville. She then reported the Special Appropriations request for the Replication of C.A.R.E.S. in Volusia/Flagler County passed; however, the request was originally for \$300,000 and it was approved for \$50,000. She indicated it's a good start for DCF, CBC of Volusia/Flagler and BFP to work together in support of the replication and planning process.

Ms. Sansom then mentioned the CBC CEO salary was put into statue. She shared the coming session will begin in January 2018 and committees will start in September with a very aggressive schedule as preliminary work must be completed by December 2017.

She stated it's very important for the agency to consider any special appropriations requests soon to prepare for submission by the end of August or early September.

She noted both Representative Plasencia, sponsor of the House and Senator Hukill, Senate sponsor encourage the agency to submit any special requests to them as soon as possible.

Ms. Sansom then reported the Brevard Delegation will be meeting on September 20, 2017. BFP is expected to attend and provide a 2 minute presentation and overview of BFP and Brevard C.A.R.E.S. legislative priorities.

Mr. Carlson expanded on the legislative mandate that put the CBC CEO salary into statute stating that a Lead Agency CBC CEO cannot charge the DCF contract for more than 125% of what the DCF Secretary earns; however CEO's may earn additional income from other revenue streams within their CBC. Ms. Sansom then provided some background on the driving factors leading to the statute.

Ms. Sansom ended her report sharing she has met with most of the Brevard Delegates and she is in the process of scheduling a meeting with Senator Hukill's aide for Brevard, who is a former foster child out of Brevard's Foster Care System. She will also reach out to Representative Fine in the near future.

Ms. Holmes then introduced Ms. Kellie Sweat-Darnell, Mr. Mark Slager, of Growing Tree Solutions and Ms. Astrid Pallme' consultant from Sikamore Technology Group, who are present to discuss the newly formed LLC and the expansion of the Utilization Management System and for the national replication of CARES.

Ms. Sweat-Darnell thanked the Board for the invitation to speak about Growing Tree Solutions and the newly formed LLC: The Sikamore Technology Group who will partner with NCFIE to develop the Utilization Management System and the CARES replication program.

Ms. Sweat-Darnell provided some background on her 19 years of experience in the Child Welfare System to include her employment with BFP, DCF, technical experience with the FSFN system implementation, and her decision to form Growing Tree Solutions as an IT and Management Consulting Firm to help support state and private agencies to align people, processes, and technology with their strategic goals. She then introduced Mr. Mark Slager a member of Growing Tree Solutions who will be working on developing the Utilization Management System and implementation strategy to launch the CARES replication practice model nationally.

Mr. Slager shared his background in Technology and Law; both the private and public sectors, he worked as the Deputy Chief of Staff in the Governor's office, served as a Guardian Ad Litem, which is where he developed his passion for the Child Welfare System of Care, joined DCF as the Chief Information Officer, and just about a year ago joined Growing Tree Solutions and he is excited for the opportunity to work with BFP to develop an implementation strategy to launch the CARES replication practice model nationally. He spoke about his experience attending the NCFIE June Certification Class and found it very helpful to participate in the week long intense Wraparound training.

Ms. Pallme' spoke about her background and experience in information technology, her participation in the Florida transition to privatization, along with her own IT firm working on solutions for small organizations to develop and build toolsets to serve their community. She then shared she is present to represent the other technologists who are part of the Sikamore Technology group who bring a vast amount of technology experience statewide and nationally. She then spoke about a new technology called "open Source" which is a decision to openly share the base solution or system that can be built and configured through mapping language/terminology in a way that aligns with the way BFP operates. Mr. Slager added the joint vision is to use the current technology that the technologists within the Sikamore Group bring to quickly configure solutions and through the joint partnership approved by the Board, technology can be expanded to align with the direction of the agency's vision.

Mr. Smith commended Ms. Sweat-Darnell, Mr. Slager and Ms. Pallme' for attending the Wraparound training as it confirms BFP has selected the right organization, with the right fit and right vision. He added he was impressed with the vast knowledge and experience the partnership brings.

There were discussions concerning the open source platform and the development of a proprietary solution for the CARES replication model to include the UM system and it was confirmed that the intellectual property will be jointly owned by the newly formed entity and will have proprietary value to market.

Mr. Smith then asked for a motion to approve the May 25, 2017 Strategy Meeting Minutes.

Motion: Ms. Betting moved to approve the May 25, 2017 Strategy Meeting Minutes. This was seconded by Ms. Loftus and the motion passed unanimously.

Consent

Mr. Smith asked for a motion to approve the consent item.

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

Mr. Smith then asked Ms. Holmes to report out on the CEO Board Report.

Board Report

Ms. Holmes shared on June 2, 2017, Judge McKibben and the Dependency Court hosted the 2nd annual reunification celebration. She added Judge McKibben has since left the bench and effective July 1 Judge Crawford as assumed the Dependency Court Bench. The event was inspirational as several families were in attendance to share their success stories.

Ms. Holmes then spoke about the Special Appropriation request for the Replication of C.A.R.E.S. in Volusia Flagler County and shared that planning calls have convened with Mr. Mark Jones the CBC CEO and his operations team with the intent is to begin implementation in early fall.

Ms. Holmes was pleased to report the new funding allocation has been received for this fiscal year and BFP is slated to receive \$900,000 in restored funding. She then noted a copy of the funding formula is located in the board binders.

Ms. Holmes was also pleased to report that the projections that ended on June 30th indicate BFP is ending the year with a balanced budget. She commended staff for their outstanding efforts in executing initiatives, good fiscal management, and financial forecasting practices.

Ms. Holmes then shared Mr. Kevin Maloney has been hired as the new Senior Executive of Strategy and Performance. He comes from Kids Central in Ocala where he has served as the Director of Operations. Mr. Maloney has advanced data and performance analysis skills and will be a strong addition to the team. One of his first priorities will be to engage in process mapping across the family of agencies to develop a tool that visually illustrates the workflow, bringing clarity of the current processes to determine those that may need to be modified.

Ms. Holmes spoke about restoring the following positions and programs that were eliminated due to lack of funding: 2 Dependency Care Coordinators, 2 Family Partners, an Assessment Specialist, a Data Integrity Specialist, a QA/Trainer, and Parenting with Love and Limits practice model (EBP).

She was pleased to announce the Mass Adoption event took place on June 16, 2017 with 21 adoptions finalized and it was the largest adoption event since 2006. She extended kudos to the IMPOWER adoption team, along with case management staff for their outstanding efforts in exceeding the adoption target by 31 children for a total of 97 by June 30, 2017.

Ms. Holmes then stated in accordance with COA standards it is required that at least annually, the governing body of the parent organization is required to review its relationship to its subsidiaries. She recapped the following subsidiary information and noted Family Allies is not included as they recently transitioned June 26th.

Brevard C.A.R.E.S.: was created as a separate 501 c 3 in 2012 with the goal of assisting BFP in meeting its tax exempt purpose of child abuse prevention. The CEO designed and piloted the program in house under BFP under the leadership of Valerie Holmes and Tracy Little. Following a national study validating the positive outcomes of the program and to embed C.A.R.E.S. in the community as a local provider the BFP Board voted to separate C.A.R.E.S. The leadership believed that by separating Cares BFP would be more successful in diversifying funding through grants and program development and capacity building.

NCFIE: The NCFIE was created January 2012 as the research training and technical assistance arm of BFP. The NCFIE was organized for charitable and educational purposes, for the benefit of BFP, to include: 1. National replication of prevention, diversion and intervention programs, 2.

Training and credentialing of human service workers and programs, 3. Provision of consultation and technical assistance, 4. Developing criteria and standards for evaluation and monitoring services for acceptance as evidence-based programs, and 5. Engaging in other charitable or educational endeavors from time to time. The NCFIE grew out of BFP's 2009-2012, 3 year Strategic Plan Goal 5: Diversify funding for the System of Care. Objective 5b: Develop, promote and capitalize on programs that are good candidates for replication. Strategies:* Develop and Promote the replication of the Brevard C.A.R.E.S. program as an evidence based practice model.

Ms. Holmes reported that Family Allies assumed case management on June 26th and recognized Executive Director Mr. Bucher, his COO Ms. Katie Guemple, BFP executive team and staff for their tireless efforts in achieving a seamless transition.

Ms. Holmes shared the annual Gap Analysis has been completed and Ms. Davidson-Cooke will present the results to the Board later on in the agenda.

In conclusion, Ms. Holmes recognized Mr. and Mrs. Baptiste, BFP Foster Parents for receiving the Caring Hearts Award at the Statewide Foster and Adoptive Parent Conference in May.

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

Ms. Powell reported between the end of May and the first part of June, C.A.R.E.S experienced a 12% reduction in staff which had presented some challenges. She was pleased to share, since then, one position has been filled and candidates have been selected with offers extended for all of the other positions. She added that staff were realigned and cross trained to cover caseloads within the Non-Judicial Unit while the new staff are in training.

Ms. Powell was pleased to announce Ms. Tracy Pellegrino was hired on July 10th as the Chief Operations Officer to oversee the clinical teams: Targeted Case Management, Safety Management Team Services and the Mobil Response Team.

She ended her report sharing that she continues to work on the COA Self-Study submissions.

Family Allies Board Report

Mr. Bucher shared Family Allies, Inc., successfully transitioned case management June 26, 2017 with a week of events to include breakfast, a visit from an ice cream truck at each care center, additional training and trivia, and a scavenger hunt. He was pleased to report moral is high, and the onsite leadership and support staff are able to respond with a more sense of urgency; the cultural change to move away from a crisis mode is still underway.

Mr. Bucher informed members that Family Allies was one of 9 organizations to participate in the Alliance for Strong Families and Communities Pathways to Permanency Cohort and Family Allies Board Member Ms. Stephanie Strodman, He and Ms. Katie Guemple traveled to Indianapolis for training on the framework for changing management principles and practices to improve permanency and well-being outcomes for children. The cohort requires the creation of a three-year plan to focus on three change leadership transformational strategies:

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

The cohort involves monthly executive coaching calls with an assigned consultant, and monthly transformation team calls with an assigned facilitator. The initial plan is due to the Alliance by July 30 and will be presented at the August Board meeting.

Mr. Bucher then asked board members to sign the Family Allies Board Logo board created for staff to sign during transition week. He thanked the board for their decision to transition and localize the case management function, and for their support, leadership and guidance. Ms. Rich-New commended Mr. Bucher for his outstanding commitment and drive to seamlessly transition case management under the BFP family of agencies and with 100% staff retention, which is an incredible accomplishment

Dr. Nellius arrived at 9:30 am

Mr. Smith asked Dr. Nellius if she would like to add any comments to her board report.

Dr. Nellius commended Mr. Bucher and his executive team for successfully transitioning Family Allies and extended her gratitude and appreciation for their tireless efforts in setting the landscape and new direction for case management in Brevard.

She then commended her executive team and their staff for their tremendous hard work in successfully ending the fiscal year with a balanced budget.

Financials

Mr. Carlson reported BFP has received its schedule of funds from DCF and we are slated to receive \$960 thousand dollars in restored funding.

Mr. Carlson then reminded board members that the budgets for the family of agencies have been posted to the board portal to review in advance of the meeting. He then provided a PowerPoint presentation budget overview for BFP, Brevard C.A.R.E.S., NCFIE and Family Allies.

Brevard Family Partnership Budget

Mr. Carlson provided members with clarity on the following items:

- BFP is a participant in the Sunshine Health Plan which is a Child Welfare Health Insurance Plan for children in the Child Welfare System of Care.
- The Budget includes a 3% merit increase and is on the agenda for approval.
- BFP projects a 5% vacancy rate which is the amount of salary and benefits for positions that will remain vacant for a period of time.
- Defined the determination of adoption incentives and the DCF funding allocation process.

- Allocation Reduction Rates: The tracking and logging of time staff spend on work they perform for the family of agencies outside of their daily BFP duties.
- Insurance Line Item reflects an increase as the result of the board approving mid-year to move forward with the purchase of Foster Parent insurance.

Family Allies Budget

Mr. Carlson provided clarity on the following items:

- The contract amount with Family Allies was projected using the amount from the former case management contract to include the additional BFP staff that transitioned from BFP to Family Allies. Dr. Nellius added that BFP provided assigned subject matter experts to work alongside the former case management subcontractor for support and accountability purposes and those positions were transitioned to Family Allies when case management was moved under the family of agencies.
- The Vacancy Rate was determined and based on the historical turnover for case management staff and it was noted that the rate is typically higher with case management staff over program staff. Dr. Nellius added the supporting data is a base line and posted on the BFP website monthly under the 1066 reporting requirements.

The National Center for Innovation and Excellence

Mr. Carlson provided clarity on the following items:

- There is no set Vacancy Rate as the NCFIE does not have set personnel. Dr. Nellius added that the Center is looking to hire a staff consultant/trainer to add to the training team due to the work demands, initially starting with 20 to 30 hours with the intent to increase hours through their business development efforts. To further support the projected revenues, Dr. Nellius explained the marketing strategies to launch the CARES replication program model as evidence based practice nationally, the certification trainings, consulting engagements, and broadening the tracks by sector specification along with changing the venue location to attract a larger audience to the bi-annual National Wraparound conference. She was also pleased to report that BFP has decided invest in the Open Table faith based initiative using the wraparound approach which came highly recommended by Mr. John VanDenBerg, NCFIE board member.

Brevard C.A.R.E.S.

- There were no items raised with the budget forecasting.

Mr. Smith then asked for a motion to approve each budget as presented.

Motion: Ms. Rich-New moved to approve the BFP Budget as presented. This was seconded by Ms. Betting and the motion passed unanimously.

Motion: Ms. Long moved to approve the C.A.R.E.S Budget as presented. This was seconded by Ms. Rich-New and the motion passed unanimously.

Motion: Ms. Betting moved to approve the NCFIE Budget as presented. This was seconded by Ms. Long and the motion passed unanimously.

Motion: Ms. Betting moved to approve the Family Allies Budget as presented. This was seconded by Ms. Rich-New and the motion passed unanimously.

Mr. Smith then asked for a motion to approve the merit increase.

Motion: Ms. Rich-New moved to approve the 3% merit increase to staffs base salary. This was seconded by Ms. Betting and the motion passed unanimously.

Mr. Smith stated Policies GOV 207 and GOV 208 were posted to the board portal for advanced review and he is now seeking a motion to approve.

Motion: Ms. Loftus moved to approve Policy GOV 207 – Budget. This was seconded by Ms. Wright and the motion passed unanimously.

Motion: Ms. Loftus moved to approve Policy GOV 208 – Accounting Practice. This was seconded by Ms. Wright and the motion passed unanimously.

Old Business

Risk Management Subcommittee Meeting Report

Ms. Loftus shared the subcommittee has been monitoring the Family Allies transition and how they have been managing their risks. She then shared that the committee will continue to monitor Family Allies along with the NCFIE to ensure they are handling their risks in accordance to policies and procedures until they are fully operational and in a position to assume the oversight function.

Ms. Loftus mentioned that she will not be able to attend the next Risk Subcommittee and August 24th Board Meeting and noted the Risk Plan was on the Risk Subcommittee agenda for review. She then suggested meeting on an alternate date to review the Risk Plan so that the findings can be reported to the full Board at the August meeting. She will work with Ms. Blackburn and the subcommittee members to reschedule.

Ms. Long shared that she hasn't attended the Gala Committee meetings as her obligation is more centered on reaching out in the community for contributions. She added a few months back Mr. Carlson provided her with the Donor Packets for distribution and to date she has received 2 donors for the Gala both at the \$500 Level.

Mr. Carlson reported that the Gala Committee continues to meet on a regular basis and he was pleased to share that Ms. Lori Scott, Supervisor of Elections and Representative Goodson have agreed to judge the performers. He was also pleased to announce the South Brevard Junior League and Board Member Ms. Catherine Wright have agreed to perform. He then shared the sponsors to date are: Insperity, Sunshine Health, Eckerd Kids and Atlantic Business Machines.

Mr. Carlson was pleased to announce that BFP has been selected by Warriors for Kids to be the recipient of the donations raised through a 3 day Triathlon event scheduled in February.

Ms. Wright shared the Board Marketing Subcommittee continues to meet on a monthly basis and their primary focus has been and will continue to be over the next several months to completely revamp the BFP website with an enterprise mindset. She reported they are in the discovery phase with outreach efforts made to internal staff members, adoptive, and foster families for feedback regarding the BFP website content and redesign. In addition, Ms. Breckenridge has been benchmarking other websites in the child welfare industry to identify and collect key elements and data and at the next meeting they will move into phase two which is defining some of the key elements and content on the pages. The intent is to launch the new website sometime in December.

Ms. Wright then mentioned another initiative the committee is working on is to develop a visual signage board to be posted at each facility linking the family of agencies together.

Ms. Wright then asked board members to support the following two initiatives:

- The Macy's fundraiser through Facebook where every donation above \$5.00 will receive a Macy's savings pass distributed through email at the time of the donation and we are listed as 'Community Based Care'.
- BFP is currently conducting a school supply drive through August 3rd for foster children and the items collected will be distributed at a back-to-school event held on August 5, 2017. School supplies or cash donations can be dropped off at the Eau Gallie office.
- Mr. Carlson reported the Department of Revenue and the Indian Harbor Colony Club are also collecting school supplies.

Mr. Smith then referenced the Board Donation Report for their edification. He added he is a Rotarian and one of their fundraisers is for the benefit BFP.

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

Mr. Smith then asked Dr. Nellius to comment on the book titled: The Energy Bus provided to Board Members for their reading.

Dr. Nellius explained when the Agency reorganized and launched the learning organization model a few years ago, every year a book is selected and furnished to the board and staff to read. She finds the book inspirational as it offers insight to managing cultural change and cutting edge practices. The book will be provided to the leadership attending team meetings: Sr. Executive Meeting, Joint Executive Team meeting to include Executive Directors and COO's, and the Collaborations and Operations Meeting to include Managers and Directors across the family of agencies, where they read a chapter and come back to share their thoughts, knowledge exchange and how it applies to them.

She then shared she visited Author Jon Gordon's website and was so impressed with his materials and tools she reached out to him to inquire on his consulting program called the Seven C's which is about building culture and enhancing communication through leadership principals and processes. She will apprise the board once she hears back from him.

Ms. Leigh Holt was then contacted through teleconferencing to provide an overview of the Strategic Plan launched at the 2017 Board Annual Retreat. The Strategic plan was posted to the Board Portal for review in advance of the meeting and visually provided using the projector as Ms. Holt reviewed the Vision, Mission and Values, Executive Summary for the Strategic Plan 2017 to 2021, Strategic Priorities for Program/Service Goals, Strategic Priorities for Organizational Goals and Objectives and Analysis of Goals and Objective and Strategies to Identify Common Themes. She added that a reporting tool will be developed for reporting out to the board and she then asked how they would like the information provided.

The consensus of the board is to continue to report on one goal a month in detail and on a semi-annual basis review any deviation from the plan.

Mr. Smith asked for a motion to approve the Strategic Plan.

Motion: Ms. Betting moved to approve the 2017-2021 5 year Strategic Plan. This was seconded by Ms. Wright and the motion passed unanimously.

Mr. Smith then asked Ms. Davidson-Cook to review the Service Gap Analysis

Using a PowerPoint Presentation Ms. Cook went through the survey questions and provided the overall summary responses as follows:

- Top 3 services children are referred to are:
 - Counseling
 - Therapy
 - Tutoring

- The top 3 services families are referred to are:
 - Counseling
 - Substance Abuse
 - Parenting

- Top 3 services that achieve the best outcomes for those served are:
 - Counseling
 - Substance Abuse
 - Parenting
- Top 3 services needed that do not exist in the county are:
 - Intensive / Therapeutic Counseling
 - Behavior Management Analysis / Therapy
 - Visitation Center & Program
 - Specialized Substance Abuse
- Top services that need increased capacity to adequately meet the needs of those served are:
 - Various substance abuse treatment services
 - Various counseling services including mental health
 - Certified behavior analysts
- Services that surveyors are least satisfied with are:
 - Counseling services
 - Visitation services
 - Substance abuse services

Ms. Davidson-Cook then reminded members that COA representatives will be on sight on Sunday, September 24th, Monday September 25th, and Tuesday, September 26th. She asked members to consider attending on Monday, September 25th for board member interviews.

Action Item: Ms. Blackburn will send a request for board member participation.

Mr. Smith then asked for a motion to approve the 2017-2018 Annual Board Calendar.

Motion: Ms. Betting moved to approve the 2017-2018 Annual Board Calendar. This was seconded by Ms. Wright and the motion passed unanimously.

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

Ms. Holmes reported as follows:

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

6g. Explore mentoring programs for families using parent peers or past successful consumers

The Director of Wraparound and Fidelity and Family Partner will continue to develop the Visitation family support group. Brevard C.A.R.E.S. will hold Alumni Support group meetings quarterly.

100% of Family Partners will become certified as Peer Recovery Specialists by June 30, 2017. Once this staff credentialing occurs, resources will be made available to families in the dependency system when indicated.

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

Public Comments

Mr. Smith asked if there were any public comments and none were expressed.

Mr. Smith asked for a motion to adjourn.

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

Respectfully Submitted,

Laurie Anna Blackburn
Board Liaison

Approved by the Brevard Family Partnership Board of Directors on August 24, 2017.