



BOARD OF DIRECTORS  
January 25, 2018 Annual Board Business Meeting  
Minutes

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

Attendees by Phone:

Members Absent:

Others in Attendance: Ms. Valerie Holmes, BFP Executive Director, Ms. Laurie Anna Blackburn, Board Liaison, Mr. James Carlson, Interim CEO, Ms. Debbie Davidson-Cook, Sr. Executive of Compliance, Mr. Kevin Maloney, Sr. Executive of Strategy and Performance, Ms. Phebe Powell, CARES Executive Director, Mr. Bill Bucher, Family Allies Executive Director, Dr. Patricia Nellius, Consultant, and Ms. Amy Hammett, DCF.

Mr. Smith opened the meeting, welcomed and thanked everyone for attending the January 25, 2018 BFP Board of Directors Annual Business Meeting. He then asked all to state their names for the record.

**Motion:** Ms. Betting moved to approve the January 25, 2018 Draft Agenda. This was seconded by Mr. Peterson and the motion passed unanimously.

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 submitted.

Ms. Holmes presented Mr. Smith and Ms. Rich-New with BFP jackets in recognition of their 5 years of service on the BFP Board of Directors.

Ms. Holmes presented Dr. Howes, Ms. Betting and Mr. Peterson with BFP button down shirts in recognition of their 3 years of service on the BFP Board of Directors.

Ms. Holmes presented Ms. Kathleen Rich-New with a 2017 perfect attendance award.

**Motion:** Mr. Peterson moved to approve the December 7, 2017 Board Meeting Minutes. This was seconded by Ms. Wright and the motion passed unanimously.

**Motion:** Ms. Long moved to approve the December 7, 2017 Executive Session Minutes. This was seconded by Ms. Betting and the motion passed unanimously.

Consent Agenda

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

### BFP Executive Director Board Report

Ms. Holmes shared Foster Parent appreciation week begins February 12 – 17, 2018 to honor foster parents for their dedication and commitment to our system of care. Fun filled events will be held all week long with a final appreciation dinner scheduled on February 17th at the Cocoa Country Club.

Ms. Holmes then shared BFP Director of Licensing, Ms. LaChrista Jones, attended the Annual Quality Parenting Initiative Conference in New Orleans along with Foster Parents Mr. and Mrs. Desmond who served on two panels sharing their experiences with co-parenting and mentoring of biological parents. Ms. Jones spoke about expanded partnerships and BFP faith based initiatives within the community. The family will be guest speakers at the February Board meeting.

Ms. Holmes was pleased to announce Ms. Patrice Grier, BFP Chief Risk and Compliance Director/Staff Attorney was the recipient of the Linda Marshall Leading Light Award and Ms. Christine Williams Kelly, Intake and Placement Supervisor received the Peer Recognition Award; both will be present at the February Board meeting.

Ms. Holmes shared one of Brevard's youth in foster care has been selected to participate in the Florida Youth Leadership Academy; a DCF initiative that recognizes youth across the state. She then spoke about the Brevard Youth Leadership Academy sharing seven youth are expected to graduate in March. They will then serve on the Youth Advisory Council and participate in the Florida Youth Shine Initiative; Florida's leading youth advocacy organization comprised of current and former foster youth who participate in monthly meetings, public policy and advocacy to improve child protection and foster care services. She then shared the annual youth summit is tentatively scheduled for June and will include a graduation celebration for high school, vocational and college graduates.

Ms. Holmes then reported the 2018 Florida legislative session is now open and there are 25 priority bills submitted by Florida Coalition for Children; one that is being closely watched is SB1514 which if passed will provide financial support to kinship caregivers. She also noted that the family finder program, where staff make efforts to locate relative and none relative connections for foster youth, is now legislatively mandated.

Ms. Holmes shared Mr. Carlson and Ms. Powell attended Children's Week which ran from January 21-23, 2018.

Ms. Holmes commended Ms. Davidson-Cook and staff for the hard work that went into achieving the expedited COA accreditation.

### Brevard C.A.R.E.S Executive Director Board Report

Ms. Powell shared that she and Mr. Carlson attended the Florida Children's Coalition Rally in Tally December 4-6<sup>th</sup> and Children's Week January 21-23<sup>rd</sup>. She indicated that during both visits they met with several members of the Brevard delegation to discuss the \$150,000 appropriations to continue to support the C.A.R.E.S. Replication in Volusia/Flagler Counties and the impact the loss of the IV-E Waiver will have on the family of agencies.

Ms. Powell then spoke about the activities during the annual Winter Wonderland event hosted by Brevard C.A.R.E.S on December 13<sup>th</sup>, and shared there were over 200 attendees and it was a wonderful time for all.

Ms. Powell extended her appreciation to donors and community partners who helped provide gifts for over 400 children.

Ms. Powell reported, in partnership with Brevard Family Partnership, Brevard Homeless Coalition and leaders of the faith based community, Brevard C.A.R.E.S. continues to work on implementing an Open Table and a workshop is scheduled for February 24<sup>th</sup>.

#### Family Allies Executive Director Report

Mr. Bucher reported the agency remains under budget; however, due to an accounting issue with the lapse rate, there is a reduction in surplus. He then spoke about the retention incentive payments to case managers and supervisors paid out in January, with plans to review position classifications and compensation to design a new structure for next fiscal year.

Mr. Bucher was pleased to report that the target has been met for children exiting to a permanent home within 12 months of entering Out of Home Care for the first quarter and second quarters of FY1718.

Mr. Bucher talked about the inaugural Employee Recognition week scheduled for February 12-16<sup>th</sup>. He then shared the various activities to occur during the event.

#### Board Consultant Report

Dr. Nellius began by reporting the following activities that occurred with the Volusia Flagler C.A.R.E.S. implementation:

- October 24<sup>th</sup> Cares site visit Orientation and Training
- November 13-16- 3.5 day Intensive Training
- Oct-Nov- Dec- Leadership Planning Conference calls
- November 16<sup>th</sup> Joint leadership planning meeting in Daytona
- Logic Model Complete
- Assessment complete in final review by VF and HND
- Change Management Plan in process
  - Staffing Model complete
  - Training and development plan in process
  - Communication and outreach plan in process
  - Tools, policies, job descriptions provided
  - Marketing materials provided

Dr. Nellius shared she has held individual meetings with the Executive team for a total of 9 sessions held to date. On January 10th she met with the executive team to facilitate a half day executive session with a focus on the team's collective vision for the future of the Family of Agencies, discussed the steps and processes required to achieve the alignment of the vision and mission, and they plan to develop a collective family of agencies mission and vision statement.

Dr. Nellius then stated revisions to GOV 011 were made and submitted to the Board Chair for the Board's review and consideration. This policy specifies latitude and limitations and thresholds of authority and may need to be revised again following the submission and approval of the change management plan and hiring of the new CEO.

Dr. Nellius then spoke about the NCFIE Wraparound Certification class sharing the attendees were from Florida, Illinois, Vermont, Massachusetts, California, Ohio and Louisiana and this class was the first where all students were involved in the certification tract. She noted that in reviewing the social media activity, NCFIE had the largest number of hits on Facebook.

Dr. Nellius then shared that she and Mr. Carlson met to discuss increasing the cost rate for the Institute training now that the agency is offering CEU's.

Dr. Nellius then provided a status update on the organizational assessment:

- The assessment has been completed.
- The survey will be downloaded to a web based survey platform and distributed mid-February to the family of agency staff, family of agency Boards and community partners.
- Responses from the surveys will be analyzed and a determination will be made for individual interviews.
- Information from meetings with the Senior Executive, individual staff members, and COA will be rolled up into her report.

### Financials

Mr. Carlson directed board members to the legislative tab to review the document submitted by Senate Sponsor Dorothy Hukill for the \$150,000 appropriations to support the Volusia/Flagler C.A.R.E.S replication expansion.

Mr. Carlson then directed members to the December Board financial Package and indicated Salaries and Benefits were under reported due to an error in the algorithm that did not identify lapsed rates across the family of agencies. He reported the error has been corrected going back to July 1, 2017. He then shared adoption subsidy reports have been submitted to DCF and based on historical years the projected \$356,000 deficit will be fully funded in April or May. Salaries and Benefits is expected to end the year in a deficit in part due to not meeting the budgeted 5 percent vacancy rate and staff time logging for work performed outside of their normal work duties. He then reported Professional and Consulting Fees have a projected \$65K deficit and is directly attributed to the board approved consultant contract that began November 1, 2017. Out of Home Care shows a deficit of \$100K due to payments made to independent youth. Mr. Carlson was pleased to report that FYE 2018 should end in a positive cash position.

### Board Self-Evaluation

Ms. Holmes thanked the board for completing the Self-Evaluation Tool and she was pleased to note there was 100% participation. Ms. Holmes then shared she compiled the aggregated responses into a PowerPoint presentation that she will review with the board. She noted that both the PowerPoint and the aggregated Self-Evaluation Tool have been posted to the Board Portal.

Ms. Holmes proceeded to review responses from each category: Board Activity, Mission and Purpose, Governance and Partnership alignment Board Organization, Board Meetings, and Administration and concluded that the overall rating for each category ranged from 4.5 to 4.8. She noted the responses from the Board Membership category were slightly lower with an average rating of 4.2 to include board member feedback suggesting increasing board member capacity to eliminate pressure on the existing members who serve on multiple board subcommittees. Ms. Holmes shared the Bylaws state the board capacity is at 15 and she would like to begin board recruitment efforts to increase board member diversity to include former consumers, former foster youth, foster parents, adoptive parents, and the faith based community. Mr. Smith indicated that he is looking forward to resuming board recruitment efforts.

The board then discussed board member diversity, potential candidates within the local system of care and community partners, along with integrating subsidiary board members to serve on the BFP Board of Directors Subcommittees. Mr. Smith then asked Ms. Holmes to begin scheduling meetings with the Board Recruitment Subcommittee.

### Board Fund Raising Goal

Ms. Holmes reported that the board set the FY2017 Board Fund Raising Goal at \$50,000 and Mr. Carlson shared \$20,248 was received.

Board members discussed the fund raising expectations of the board through existing initiatives within the organization and how that aligns with determining a collective and attainable goal.

Mr. Smith clarified that there are two distinct fund raising efforts: A personal pledge in the amount of choice and a collective board member goal through community outreach and fund raising efforts to raise awareness within the community. The board then decided to move from a Fiscal Year to a Calendar Year goal and Mr. Carlson will track receipt of funds and provide a donation report at the monthly board meetings.

**Motion:** Mr. Whitten moved to set a collective board fund raising goal of \$30,000 for calendar year 2018. This was seconded by Ms. Loftus and the motion passed unanimously.

Mr. Smith moved to slate of officer nominations.

**Motion:** Mr. Whitten moved to appoint Mr. Eric Smith to Board Chair for a 2 year term beginning January 25, 2018. This was seconded by Dr. Howes and the motion passed unanimously.

**Motion:** Mr. Whitten moved to appoint Dr. Howes to Board Vice Chair for a 2 year term beginning January 25, 2018. This was seconded by Ms. Wright and the motion passed unanimously.

**Motion:** Dr. Howes moved to appoint Ms. Loftus to Board Treasurer for a 2 year term beginning January 25, 2018. This was seconded by Ms. Rich-New and the motion passed unanimously.

2:00 pm Mr. Whitten left the meeting

Mr. Smith then reviewed the Board Subcommittee Roster and asked for the following motions:

**Motion:** Dr. Howes moved to appoint Ms. Loftus as Chair of the Board Audit Subcommittee. This was seconded by Ms. Wright and the motion passed unanimously.

**Motion:** Mr. Peterson moved to remove Ms. Loftus from the Board Marketing Subcommittee. This was seconded by Dr. Howes and the motion passed unanimously.

**Motion:** Mr. Peterson moved to appoint Ms. Betting to Vice Chair of the Board Marketing Subcommittee. This was seconded by Ms. Loftus and the motion passed unanimously.

The board then reviewed the Board Member Terms and noted there is a discrepancy with Ms. Betting's term ending January 2018; it should state January 2019. Mr. Smith indicated that Ms. Betting's term was adjusted at the 2017 Annual Board meeting to stagger board member terms.

**ACTION ITEM:** Ms. Blackburn will adjust Ms. Betting's Term to end January 2019 and update the 2018 Board Member Terms Spreadsheet.

Mr. Smith then asked the board to consider appointing two board members to the Newco Board of Directors.

**Motion:** Ms. Betting moved to appoint Dr. Nellius to serve on the Newco Board of Directors. This was seconded by Mr. Peterson and the motion passed unanimously.

**Motion:** Mr. Peterson moved to appoint Ms. Holmes to serve on the Newco Board of Directors. This was seconded by Dr. Howes and the motion passed unanimously.

Mr. Smith moved to GOV011 Governance Model Guidelines and indicated that the policy has been posted to the portal for board member review and absent any discussion he requested a motion to approve.

Board members asked for clarification on the policy revisions:

- Role of the Interim CEO and the Executive Director. Dr. Nellius confirmed that the revisions were made to delineate the role of the Interim CEO and the Executive Directors under the current structure and expects the policy to be amended after the organizational assessment.
- Conflicting language pertaining to role of the Executive Director and CEO with respect to hiring and firing of staff. Dr. Nellius confirmed from an HR perspective the CEO has the final say to hire and fire staff.



**ACTION ITEM:** The board agreed members will review the policy; submit the specific conflicting statements, with recommendations to refine the language; clarify and define the specific roles of the CEO and the Executive Director.

**ACTION ITEM:** Mr. Smith asked that GOV011 – Governance Model Guidelines be added to the February 2018 agenda to formalize the policy.

**Motion:** Dr. Howes moved to address the aforementioned changes and define the acronyms in GOV011-Governance Model Guidelines policy for review at the February Board meeting. This was seconded by Ms. Betting and the motion passed unanimously.

Mr. Smith asked board members to identify two or more members of the Executive Search Committee.

**Motion:** Dr. Howes moved to appoint Ms. Rich-New to serve on the Executive Search Committee.

Ms. Rich-New declined as she would like the board to consider her for a contracted consultant role where she would be more the project manager to guide lead and direct the bench marking process.

Mr. Peterson noted the conflict of interest with Ms. Rich-New serving as a consultant.

Mr. Smith clarified the intent for this meeting is to identify members of the Executive Search Committee and Ms. Rich-New serving as a consultant to the board would be a matter to discuss at a later date.

After in depth conversations surrounding the selection of qualified committee members, the board agreed to the following:

- As part of the Board Governance model it was agreed that it is the fundamental responsibility of the Board Executive Subcommittee to serve on the Executive Search Committee with a recommendation to approach Mr. Whitten to serve as the Chair since he has the expertise and previous experience with the BFP CEO interview and selection process,
- Reach out to C.A.R.E.S and Family Allies Board Members for their consideration to serve,
- Dr. Nellius will serve as the committee liaison to staff the meetings, facilitate the agenda items under the direction of the Chair and Vice Chair, and take minutes; she will have no influence or input throughout the candidate interview and selection process.
- The Executive Search Committee will meet initially and at a later date will determine whether the family of agencies Executive Directors should participate on the committee.

Since Mr. Whitten was not present for the discussion, the following motion was proposed:

**Motion:** Ms. Betting moved to approach Mr. Whitten with an invitation to lead the Executive Search Committee. This was seconded by Ms. Loftus and the motion passed unanimously.

**Motion:** Ms. Betting moved to approve the Board Executive Subcommittee: Chair, Vice Chair, and Treasurer serve on the Executive Search Committee. This was seconded by Ms. Long and the motion passed unanimously.



Mr. Smith then asked Ms. Powell and Mr. Bucher to reach out to their respective Board of Directors for participation on the Executive Search Committee.

Mr. Smith confirmed that Dr. Nellius will reach out to the Executive Search Committee members to coordinate the first meeting.

Mr. Smith then asked Ms. Powell to report on the Strategic Plan Goal 1b Status

Prevention: Build an aggressive, front-end prevention and diversion program

Expand prevention services to divert children from case management and out-of-home care

1b. Expand outreach to target groups that work with children and families at risk

- Promote Brevard C.A.R.E.S., mobile response, and prevention services to:
  - Child Protection Investigation staff
  - Medical/hospital community
  - Professionals working with children who are required to report abuse
- Increase community outreach, awareness, and understanding of Brevard C.A.R.E.S., mobile response, and other prevention services

#### Public Comments

Mr. Peterson asked for the status on the last dispute letter sent from BFP to IMPOWER. Ms. Holmes will provide a status update at the February Board Meeting.

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

Respectfully Submitted,

Laurie Anna Blackburn  
Board Liaison

Approved by the Brevard Family Partnership Board of Directors on February 22, 2018