

BOARD OF DIRECTORS
February 22, 2018
Minutes

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

Attendees by Phone:

Members Absent: Mr. Mark Peterson, Ms. Ruth Long

Others in Attendance: James Carlson, Interim CEO, Valerie Holmes, BFP Executive Director, Ms. Laurie Anna Blackburn, Board Liaison, Ms. Debbie Davidson-Cook, Mr. Kevin Maloney, Ms. Phebe Powell, C.A.R.E.S. Executive Director, Mr. Bill Bucher, Family Allies Executive Director, Dr. Patricia Nellius, Consultant, Mr. David Oldenhorse, and Mr. Zachariah Kirby Patrick AFB 1st SGT Council, Ms. Melissa Breckenridge, BFP, Ms. Amanda Finley, BFP, Mr. Murray Caldwell, IMA LL2016, Ms. LaChrista Jones, BFP, Mr. Mike Desmond, Foster Parent, Ms. Elisabeth Desmond, Foster Parent, Ms. Janice Thompson, DCF, Ms. Patrice Grier BFP, Mr. Joe McCarthy and Ms. Nancy Baker, ECOM/ISC, Ms. Anna Baznik, IMPOWER

Mr. Smith opened the meeting, welcomed and thanked everyone for attending the February 22, 2018 meeting and asked all to state their names for the record.

Motion: Dr. Howes moved to approve the February 22, 2018 Draft Agenda. This was seconded by Ms. Betting 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). No conflicts were presented.

Holiday Gift Drive Recognitions

Mr. Carlson commended the marketing staff; Ms. Breckenridge and Ms. Finley for using social media to expand the donor network. He then asked Ms. Breckenridge to recognize the top three 2017 holiday gift drive donors. Ms. Breckenridge reported the agency collected a combined total of cash and gifts exceeding \$97,000. She then presented a token of appreciation to: Mr. Murray Caldwell, IAM Machinist LL2016, Mr. Joe McCarthy and Ms. Nancy Baker, ECOM/ISC, and Mr. David Oldenhorse, and Mr. Zachariah Kirby Patrick AFB 1st SGT Council.

Mr. Stockton Whitten arrived at 8:40.

Mr. Smith acknowledged Mr. Whitten and Ms. Amanda Finley's attendance.

Ms. Holmes welcomed and thanked Foster Parents Mr. and Mrs. Desmond for attending the board meeting and asked Ms. Jones, Director of Licensing for introductions. Ms. Jones shared Mr. Michael and Ms. Elizabeth Desmond have been foster parents since August 2016 and have fostered 10 children since that time. They are members of the Quality Parenting Steering Committee, Foster Parents Advisory Board, and as supporters of reunification and co-parenting, together with Ms. Jones, they attended the Annual Quality Parenting Initiative Conference in New Orleans where they spoke about their experiences with co-parenting and mentoring biological parents. Mr. Desmond expressed the biological parents are the most important persons to the child and their focus is to develop a trusting relationship with both the child and parents to assist through the reunification process. Ms. Desmond shared they go above and beyond by holding visitations at their home, invite parents for holiday dinners and include them in special events. In conclusion, they expressed that they are grateful for the co-parenting initiative in Brevard County; they learned at the conference many foster parents are just now experiencing some of the barriers that Brevard has overcome.

Ms. Jones then spoke about Foster Parent Appreciation Week held January 12-17 and shared the events that occurred over the week: e-mailed games throughout the week and prizes donated by community partners were given to the winners, Point Church partnered with BFP to provide a curbside on the go pizza dinner for approximately 50 families, and the week ended with a Foster Parent Masquerade Dinner, to include a guest speaker from Sunshine Health, on Saturday evening at the Holiday Inn, with over 100 foster parents in attendance.

Ms. Jones shared the following recruitment initiatives:

- Just one: This initiative is working with the faith based community to recruit one family from each church in Brevard County to foster a child with the hope that church members would embrace the foster family. A breakfast with church leaders is scheduled in April to kick start the program. To date; there are 10 participating churches across the North and South parts of Brevard County. Ms. Jones encouraged board members to reach out to her directly with any recommendations and in turn she will invite the church leaders to the breakfast in April.
- Sheriff Ivey has partnered with BFP to create a foster parent video to share with staff and community partners. The video should be up and running by April.
- Why Videos: The initiative was proposed by the Foster Parent Advisor Committee to use seasoned foster parents to participate in the recruitment video, with plans to release the video in May.
- Foster Parenting marketing materials have been updated and distributed in schools and libraries across the county.

Ms. Holmes introduced Ms. Patrice Grier, Staff Attorney and was pleased to announce that she was the recipient of the Linda Marshall Leading Light Award then she read the nomination.

Ms. Holmes introduced Ms. Christine Williams-Kelly, Intake and Placement Supervisor and was pleased to announce that she was the recipient of the Peer Recognition Award and then she read the nomination.

COA Recognitions:

Ms. Davidson-Cook spoke about the COA process and was pleased to report that BFP received an expedited accreditation. As a token of appreciation for their hard work, dedication and a 1.5 year commitment above their normal work duties, she presented certificates to Ms. Lori Taylor, Ms. Cyndi Hernandez, Ms. Patrice Grier, Ms. Amy Moseley, Ms. Debbie Dorfman, Ms. LaChrista Jones, Ms. Monica Martin, Ms. Jessica Simmons, Ms. Laurie-Anna Blackburn, Ms. Silvia Perez, and Ms. Rose Savoy.

Ms. Davidson-Cook shared Ms. Amy Mosley has been with the agency since inception and has recently decided to return to Virginia where she will be working in the contracts division for the government. Ms. Davidson-Cook thanked Ms. Mosely for her years of service, presented her with a token of appreciation and pictures were taken. Ms. Moseley shared that she enjoyed her time with agency and thanked the agency for the opportunity and work experience.

Mr. Smith asked for a motion to approve the January 25, 2018 Annual Board Meeting Minutes.

Motion: Ms. Betting moved to approve the January 25, 2018 Draft Annual Board Meeting Minutes. This was seconded by Ms. Rich-New and the motion passed unanimously.

Consent Agenda

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

BFP ED Board Report

Ms. Holmes began her report by recognizing another Adoptive/Foster Parent Ms. Robin Whiting, who has been featured in Brevard Business News and is the recipient of the national 2018 Casey Excellence for Children Award (CECA) for her exceptional leadership and dedication in improving the Child Welfare System of Care. She noted that last year, Adoptive Parents Mr. and Mrs. Hawes were the recipients of the national CECA Award for Kinship Caregivers in 2017. She stated that these foster/adoptive parents are a testament to the high quality of licensed foster parents in Brevard County.

She then stated efforts continue locally to address the opioid crisis and assess any gaps in services to better serve this population.

Ms. Holmes then spoke about Dr. Bennett at Florida Institute for Technology, who is a psychologist and oversees the Scott Center for Autism, where many of our autistic children attend to receive treatment, and she is also the Director of The Family Learning Program, a sexual abuse treatment program to treat child victims of sexual abuse, as well as their parents and siblings. Dr. Bennett expressed interested in partnering with BFP to provide additional training to staff and foster parents on trauma and is also submitting a proposal for a new therapeutic model that focuses on treatment for children in foster care that encompasses both the foster and biological parents. This aligns with the QPI best practice of positive co-parenting.

Ms. Holmes reported The Families First Preservation Services Act (FFPSA), was passed by Congress this month; signed by the President on February 10th and will come into effect October 2019. The FFPSA allows flexible use of funds to keep children out of foster care, including mental health and substance abuse treatment, parent training and counseling, and kinship navigator programs. She then noted the FFPSA will restrict the use of group homes to 14 days with federal funding, and will support placement for children with disabilities, mental health issues, or those who require residential treatment and are victims of human trafficking.

Ms. Holmes reminded members that at the last BFP Board Meeting that she and Dr. Nellius were appointed to the Newco Board of Directors and since then The Sycamore Group appointed two members. A meeting has been scheduled for February 27 to address issues such as the cost model for the data platform, plans for Utilization Management development, the naming of new company and any operational issues going forward.

C.A.R.E.S. ED Report

Ms. Powell shared Brevard C.A.R.E.S. continues to work on their faith based initiative with Open Table engaging in meetings with Promise of Brevard, Love Inc., and three different congregations in the community. Real Church has been selected and Vision Orlando will be the mentor and support leader. A workshop is scheduled for February 24th. The goal is to establish 5 Open Tables by July and another 5 before December 2018.

Ms. Powell reported Brevard C.A.R.E.S with Brevard Family Partnership, has participated in meetings pertaining to the opioid crisis along with substance abuse prevention and treatment for prenatal women. Brevard C.A.R.E.S. is looking to increase resources for affordable housing and homelessness prevention particularly with prioritizing and qualifying reunification families for section 8 vouchers and she just received word that HUD has declined that as a priority. Alternative funding resources at the local level will continue to be a priority. Ms. Holmes added that the initiative is still on the table for the next Federal Fiscal Year and that she is working closely with Mr. Mark Broms with the Homeless Coalition who fully supports the initiative and he is the liaison for several housing authorities working closely with the Feds.

Family Allies ED Report

Mr. Bucher reported 55 children entered Out of Home for the month of January; a 28.7% increase compared to the number of children entering Out of Home Care during the same time last year. History shows In-take is typically higher in the month of February; 61 kids have entered care within the first two weeks of February.

Mr. Bucher referred members to the permanency chart in his ED report and shared permanency targets were met for children exiting to a permanent home within 12 months of entering OHC for the first, second and third quarters of FY1718. The self-identified target was 48%, which is approximately 18% higher than the federal / state target of 40.5% and has exceeded 50% in each quarter, representing a significant increase from performance the same time period last fiscal year.

Mr. Bucher then directed members to the ScoreCard Performance Table for 2Q'18 and was pleased to report that this is the first time in a long time that every target measure was met and the agency ranks 7th out of 20 in the state which hasn't occurred since 2014. He then reviewed the data with the board.

Mr. Bucher shared the 3rd training class began on February 12 and will conclude in April.

Mr. Bucher indicated challenges with the workload surfaced through finances in both the Salaries, and Travel Expenditures; due to overtime attributed to the increase in caseloads and the school transportation requirements; he anticipates a deficit in both line items at year end and will continue to monitor those line items.

Mr. Bucher shared that the ED's of family of agencies along with DCF are looking into identify the causes for the increase in children coming into care. DCF plans to implement a process where a decision support team will convene with the field investigator to determine alternative solutions to prevent removal during business hours.

Mr. Bucher concluded his report addressing a question raised at the last board meeting concerning the number of children achieving permanency: 10% have been adopted, 37% placed with relative or non-relative, 53% through reunification.

Ms. Loftus asked about the significant reduction in rate of abuse per 100,000. Mr. Bucher shared there was a change in the algorithm and how cases are identified when closed, and how abuse reports are classified.

Consultant Board Report

Dr. Nellius spoke about the formation of Children Services Council, which is another funding source through taxation for children needs; Brevard Citizens were polled for their priorities, and their top priority is child abuse prevention.

Dr. Nellius shared the first phase of the assessment process is underway. A total of 457 surveys were distributed and to-date there has been a total of 129 responses; the survey closes March 2nd and she hopes to receive 250 responses by the closing date.

Dr. Nellius then reported that the first part of the contract with CCNY, Erie County, NY has been executed. It is anticipated that The NCFIE will also be contracting with the County Government with a 2 part cost sharing contract. She added that a conference call is scheduled to prioritize the terms of the contract.

Dr. Nellius announced that the Family First Prevention Services Act (FFPSA) passed and it's the largest reform apart from privatization. She indicated the details contained in her report were sent to members in an e-mail.

Dr. Nellius conveyed that the FFPSA is good for children, youth and families; and positions BFP and the FOA's for success given BFP has been top performing in keeping children out of congregate care. The children and families served by BFP will benefit from its robust front end continuum of care delivered through Brevard C.A.R.E.S evidence based program, which the law now requires evidence based program. She indicated the state of Florida intends to request a IV-E Waiver extension until September 2019, should the waiver be approved it would allow time for the state to assess and plan for the roll out of the FFPSA which would minimally impact BFP and the local System Of Care.

Dr. Nellius was pleased to announce that the first Executive Search Committee is convening immediately following the board meeting and Mr. Stockton Whitten has agreed to serve as the Search Committee Chair.

Dr. Nellius reported that the Newco board members will have their first convening on February 27th in Ocala, FL.

Dr. Nellius then shared the NCFIE Wraparound Certification Training that took place in January netted a profit. She then shared she is carrying a caseload of 10 students and two will be certified within the next two weeks. The next Wraparound Certification Training is scheduled for May 15th.

Dr. Nellius was excited to report she was contacted by the Orange County Government SOC concerning a pilot Wraparound initiative for homeless youth and they are mandating that the providers become certified through The NCFIE.

Dr. Nellius then spoke about the Volusia/Flagler Demonstration project and shared it is progressing well. The hard start for February 1st was delayed to the 15th due to loss of 3 of the 5 member team. The decision was made to proceed with a soft start as a beta test period while they refine the PI referral process and finalize policies and procedures.

Dr. Nellius was happy to share that the request for Special Appropriations for Volusia /Flagler looks positive for a portion of the \$150K.

Dr. Nellius conveyed that the change management plan is in process, the staffing model is complete, training and development plan is in process and a summary for the legislature was completed outlining the accomplishments.

Dr. Nellius shared she continues to meet with the Executive Team members.

Audit

Mr. Moss distributed copies of the 2017 Financial Report. He then reviewed the following:

INDEPENDENT AUDITOR'S REPORT:

- BFP received the best report an agency can receive with no negative findings.

Page 3: CONSOLIDATED STATEMENT OF FINANCIAL POSITION (Balance Sheet).

Note: It is normal to see the following items in a non-profit that relies on government funding and income from grants:

- Cash balance is low compared to monthly operating expenses.
- The Net Asset Balances reported in for Unrestricted/Temporary Restricted funds is normal.

Page 4: CONSOLIDATED STATEMENT OF ACTIVITIES

- Critical: Allocation of expenses to Programs is at 5.8% which is excellent and is reported on the 990 statement (that is publically posted)

Page 5: CONSOLIDATED STATEMENT OF FUNCTIONAL EXPENSES

- Details to program services and general administrative expenses
 - The key point: general administrative expenses are within 5.8% of the total

Page 6: STATEMENT OF CASH FLOWS

- Balances are normal

Page 10: FOOTNOTES TO FINANCIALS

- Page 10, 14 Recent Account Pronouncements:
 - Paragraph 1: Refers to the accounting pronouncement of the new revenue standards beginning after December 15, 2018.
 - Paragraph 2: FASB update requires that lessees put leases on their balance sheets and recognize expenses on their income statement in a manner similar to today's accounting practices.
 - Paragraph 3: Refers to Net Assets: Restricted, Temporarily, and Permanently Restricted funds. Effective June 30, 2019 reporting will be reduced to Restricted and Non Restrictive.

Page 11: 15. Income Taxes:

- There are no uncertain tax positions that would have a material impact on the financial statements of the organization. Mr. Moss shared that there are certain situations that can create taxable income although there were none of that nature to report.
- NOTE B: Cash and Cash Equivalent
 - Disclosure that the organization had demand deposit balances in excess of the federally insured limits.

Page 13: Noted Lines of Credit

Page 16: Consolidated Statement of Financial Position

- Noted the activity on all three agencies.

Pages 20-21 INDEPENDENT AUDITORS' REPORT ON INTERNAL CONTROL OVER FINANCIAL REPORTING AND ON COMPLIANCE AND OTHER MATTERS BASED ON AN AUDIT OFFINANCIAL STATEMENTS PERFORMED IN ACCORDANCE WITH GOVERNMENT AUDITING STANDARDS.

- BFP received the best report an agency can receive with no deficiencies or material weaknesses.

Pages 22-23: INDEPENDENT AUDITORS' REPORT ON COMPLIANCE FOR EACH MAJOR FEDERAL PROGRAM AND STATE PROJECT AND ON INTERNAL CONTROL OVER COMPLIANCE REQUIRED BY THE UNIFORM GUIDANCE AND STATE OF FLORIDA CHAPTER 10.650, RULES OF THE AUDITOR GENERAL.

- BFP received the best report an agency can receive with no deficiencies or material weaknesses.

Pages 24-25: SCHEDULE OF FINDINGS AND QUESTIONED COSTS FEDERAL PROGRAMS AND STATE PROJECTS – Lists all of the best answers

- BFP is considered a low risk auditee and has the best report the agency can receive.

Pages 26-27: CONSOLIDATED SCHEDULE OF EXPENDITURES OF FEDERAL AWARDS AND STATE FINANCIAL ASSISTANCE

Mr. Moss reported the 990 has been completed another letter was issued stating there were no disputes with management and no need to seek outside consultants. He commended Mr. Carlson and his staff stating they are very knowledgeable and the audit went smoothly.

Financials

Mr. Carlson mentioned that Ms. Loftus requested a format change to the financial statements for an easier read and a change in the aggregated reporting structure on the Board Donation Report where members will receive a separate statement on a quarterly basis outlining personal contributions. Ms. Loftus asked for an action to be made to complete a personal pledge form at the next board meeting.

ACTION ITEM: Ms. Blackburn will e-mail donation forms to board members and provide a blank form at the next board meeting.

Mr. Carlson then referenced the Statement of Revenue and Expenditures for the month of January and he reported the Salaries and Benefit line is inflated due to the timing of the accruals. Ms. Simmons clarified that the salary accrual is an actual amount and is reflective of the number of days in December paid out in January. He then reported that the Professional Consulting Fees will continue to be over budget due to the Board approved consultant contract executed in October 2017. Insurance is a front loaded item and will continue to be over until the 4th quarter where it will level off. Out of Home Care continues to be under budget and is attributed to the hard work and due diligence from Family Allies achieving permanency and Ms. Holmes and her staff monitoring placements. The Adoptions Subsidy is in a deficit and is expected to be funded by DCF in two stages.

2017 Staff Renton and Satisfaction Survey Results

Using a PowerPoint presentation, also posted on the Board Portal, Ms. Hernandez shared the 2017 targeted controllable turnover rate was set at 12% and the actual rate was 7% with 3% controllable.

She then spoke about the Employee Engagement/Satisfaction Survey and reported during calendar year 2017, the agency experienced a slight increase in the weighted overall employee satisfaction score, with an increase in all individual categories except for a small drop in the personal value category, indicating improvement has been made in these areas.

She then reviewed the 12 questions to rate satisfaction and the response options and the points for each. The 2017 observations are as follows:

- The scores in every category remain steady in comparison with past years, and all but one show a slight increase.
- Staffing increased with the addition of seven positions and replacement of vacated positions.
- Staff participation decreased from 73.6% to 64.4% this year compared to 2016.
- The monthly and quarterly all staff meetings continue to be well attended and staff members enjoy the opportunity to visit with others from different locations and the family of agencies.
- The monthly employee recognition program continues to be active with multiple nominations in each category

The 2017 Impact is as follows:

- A 3% increase was given to all staff who were employed with the agency for a minimum of one year.
- Benefits costs increased substantially again in the middle of the year, which was a concern for several employees. However, the benefits program offers some opportunities which allow for greater flexibility in evaluating monthly costs and out of pocket expenses.
- These changes have had an impact on staff. The agency continues to create opportunities and activities to show staff they are valued and appreciated during these challenging times with limited financial resources, including providing a week of activities centered on staff

appreciation in December. Employee appreciation week activities were very well received and many comments of appreciation were made throughout the week.

Areas of continued focus:

- On-going focus to continue to communicate. The Quarterly Staff Meetings which include BFP, Brevard CARES and Family Allies (in June) employees continued throughout 2017. This was done to address mandated training requirements as well as a venue to ensure that staff from each agency can be informed about activities and programs across both, as well as provide all employees with a chance to socialize and get to know one another better.
- The CEO or Interim CEO and ED continued to make presentations at the monthly All Staff Meetings to update staff on the status of issues as well as new initiatives and has incorporated the same from all management staff.
- We will continue to solicit staff input and discussion on areas of concern or decisions. The remaining monthly Roundtable meetings continue to enhance communication activities on an individual as well as team level.
- The Leadership Team allows opportunities for its members to assume some leadership roles and to avail themselves of new opportunities for growth and development. Staff with Brevard CARES and Family Allies participates on the team as well.
- Ensure staff is working toward the strategic goals in order to develop and maintain a “global” perspective of their job function and how it aligns with the overall activities and needs of the agency to support our mission and vision. These goals, by Division, continue to be included in annual performance evaluations, but it is necessary to talk about these goals on an on-going basis to help keep all staff focused on the big picture. Monthly supervision meetings provide the forum in which to keep goals and strategies at the forefront of operations.
- Continue to promote the “open-door” policy of the agency so that staff members have both knowledge and confidence that this is a viable option to share concerns or ask questions that they may be hesitant to address with their direct management.

Ms. Rich-New asked how the information is communicated to staff. Ms. Hernandez clarified that results will be disseminated to the leadership team then presented at the all staff meetings; supervisors will also discuss results with staff.

Ms. Hernandez then clarified for Mr. Smith that the survey is voluntary and our response rate of 64.41% well exceeds the national rate of 30-40%.

Jonathan Cloud NCFIE Prospective Board member

Mr. Carlson reported that a former NCFIE board member Mr. Dan Naylor contacted Dr. Nellius and referred Mr. Cloud for a seat on the NCFIE board. Mr. Cloud comes with extensive experience in Systems of Care nationally and throughout Florida. Mr. Carlson asked board members for a motion to expedite his application to the NCFIE Board for their approval.

Motion: Ms. Loftus moved to approve Mr. Jonathan Cloud to serve on the NCFIE Board of Directors. This was seconded by Mr. Whitten and the motion passed unanimously.

Risk Management Subcommittee

Ms. Loftus reported that the committee continues to closely monitor the IV-E Waiver issue and the impact the Family First Prevention Services Act (FFPSA) FFSA will have on the family of agencies and the local system of care.

Ms. Loftus then shared Ms. Grier briefed the subcommittee on the potential class action lawsuit involving the Florida Baptist Hospital to address the effects of Opioid addiction. The attorney reached out to BFP to possibly participate in the lawsuit. The committee has discussed how to quantify the impact on the agency, how many resources and the effort it would take to collect the data, and how the agency would participate, if at all. The committee continues to question the agency's involvement and has discussed encouraging the state to be party to a larger lawsuit.

Ms. Loftus ended by saying the committee also continues provide ongoing oversight of the top risks and the steps taken in mitigating those risks.

Marketing Subcommittee

Ms. Wright shared the committee continues to focus on the website redesign; finalizing the layout for the main page, the design for other pages appearing on the website and editing the content contained on those pages. The new website is expected to launch in May.

Donor Relations

Mr. Carlson reported a grant application has been completed and submitted to the Baulda Corporation to fund the Fast Track GED Program.

Mr. Carlson then shared Ms. Powell and Ms. Pellegrino will be hosting a community meeting with Samsha on February 28, 2018. 100 invitations have been extended to community providers.

Mr. Carlson spoke about a family that approached BFP to volunteer and during the meeting it was discovered that they are committed volunteers with the Haven. He suggested they continue their support within the system of care.

Mr. Smith directed members to the subcommittee roster for their edification.

Mr. Smith then reported that the Recruitment Subcommittee will be meeting after the March Board meeting to review perspective candidates and asked members to submit any recommendations.

Mr. Smith then thanked Ms. Loftus for modifying the Board Donations Report.

Ms. Powell reported on Strategic Plan Goal 1c 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

1c. Expand services as much as funding allows to:

- Relative & Non-Relative Caregiver families to Include Grandparents Raising Grandchildren
- Support Post-adoptive Families referred by IMPOWER
- Assist Families with children in the juvenile Justice system

Support relative and non-relative caregivers to maintain stable homes and to prevent disruption

Use Brevard C.A.R.E.S. and other best practices for post-adoption support to prevent dissolution

Public Comments

None were expressed

Motion: Ms. Betting moved to Adjourned. 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 March 22, 2018