



BOARD OF DIRECTORS
Annual Strategic Planning Session
May 24, 2018

Attendees: Mr. Eric Smith, Board Chair, Mr. Stockton Whitten, Mr. Mark Peterson, Ms. Andrea Betting, and Ms. Catherine Wright

Attendees by Phone: Ms. Kathleen Rich-New

Members Absent: Dr. Greg Howes, Board Vice Chair, Ms. Barb Loftus, Treasurer, and Ms. Ruth Long

Others in Attendance: Ms. Valerie Holmes, BFP Executive Director, Ms. Laurie Anna DeGennaro, Board Liaison, Ms. Jessica Simmons, BFP, Ms. Debbie Davidson-Cook, Sr. Executive of Compliance, Mr. Kevin Maloney, Sr. Executive of Strategy and Performance, Mr. Bill Bucher, Family Allies Executive Director, Ms. Britt Swain, DCF, Mr. Augie Allen, United Methodist Church, Ms. LaChrista Jones, BFP, Dr. Patricia Nellius, Consultant BT365

Mr. Smith opened the meeting, welcomed and thanked everyone for attending the May 24, 2018 Board of Directors meeting; then, asked all to state their names for the record.

Motion: Mr. Peterson moved to approve the May 24, 2018 Draft Agenda. This was seconded by Ms. Betting and the motion passed unanimously.

Ms. Holmes reported May is Foster Parent Appreciation Month and in recognition of his support of BFP she welcomed and thanked Mr. Augie Allen, a faith based community leader from Suntree United Methodist Church. She then shared she first became acquainted with Mr. Allen at the Foster Parent Appreciation Picnic; where there were over 200 children and families in attendance. Ms. LaChrista Jones was pleased to share this was the second Foster Parent Appreciation event that Suntree United Methodist Church has hosted. She commended Mr. Allen for his passion and support of BFP and the Just One Faith Based Initiative: The goal is to recruit one family from each church in Brevard County with the hope that church members will embrace and support the foster family. Ms. Jones stated Suntree United Methodist Church was one of two churches that held a breakfast in April with faith based leaders to launch the initiative. She then asked Mr. Allen to provide an overview of his community initiatives. Mr. Allen spoke about his background and role within Suntree United Methodist Church and his passion to build up the community, serving children and families, through faith based initiatives such as Just One by using resources, networking and partnering with agencies and churches across the county. Another initiative currently in the progress is the development of the foster care food closet; the church is collecting supplies for foster families in need. He ended by saying the mission and vision of Suntree United Methodist Church is to partner with Brevard Family Partnership to support the community's needs and foster care initiatives. The board commended Mr. Allen for the good work.

Motion: Mr. Peterson moved to approve the March 22, 2018 Draft Board Meeting Minutes. This was seconded by Ms. Betting and the motion passed unanimously.

Motion: Ms. Wright moved to approve the April 22, 2018 Draft Strategic Planning Meeting Minutes. This was seconded by Mr. Peterson and the motion passed unanimously.

Consent Agenda

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

BFP Executive Director Report

Ms. Holmes began her report by sharing the Brevard Youth Leadership Academy (BYLA) concluded in March with six youth graduates who now serve on the Youth Leadership Council. The Council has established the vision/mission, by laws, member criteria and identified four priorities: 1) Increasing teen foster homes, 2) Promoting normalcy throughout the SOC, 3) Increasing mentors and supportive adults and 4) Ensure a successful transition to independence. The BYLA provider, Smile for Budgie, headed by Angela Oliver Burgess has offered educational scholarships, support for tuition and/or books, and funding may also be used for vocational and technical schools.

Ms. Holmes then spoke about the following initiatives:

- A meeting with Greg Jones, Director of Special Projects, Brevard County Housing Authority has been scheduled to discuss a joint grant application made available through the U.S. Department of Housing and Urban Development (HUD) titled the Family Unification Program. HUD is releasing approximately 100 housing vouchers and will be used for families who lack adequate housing and is a primary factor in preventing placement or the delay in the discharge of the family's child (ren) in out-of-home care, to include youth in extended foster care, emancipated youth who are at risk of homelessness.
- A new partnership has been formed with Community of Hope; a faith-based, non-profit that provides housing for families with children to promote long term stability. The partnership would prioritize 3 of the housing units throughout the county to child welfare families who are transitioning. A meeting is scheduled to formalize the partnership, nail down the referral process and identify eligible families.

8:55 Mr. Stockton Whitten arrived.

Ms. Holmes shared she is part of the Path Forward Subcommittee formed by the Florida Coalition for Children consisting of CBC's and providers from across the state to assess the impact locally and statewide and prepare for changes that will occur under the Florida Family First Prevention Services Act, Guardian Assistance Program (GAP) and Path Forward initiatives. Alongside with DCF and the Department of Health and Human Services, the committee is looking at a statewide feasibility assessment for the implementation and communication plan on the new federal standards. The Florida Institute for Child Welfare, Casey Family Programs and Mr. Don Winsted have been engaged as consultants to help guide the process.

Ms. Holmes reported the budget development process for the new fiscal year is underway and a final draft will be presented to the board at the June Board Meeting.

Ms. Holmes was pleased to report that the submission to DCF for the back of the bill funding has been approved.

Ms. Holmes announced that DCF has reinstated the Adoption Incentive. A meeting was held with DCF to negotiate the three quadrants to be targeted: Children who are adopted within 5 months of TPR, Children who have been available 24 months or longer, and Children adopted in the 14-17 age range. The agency has the opportunity to earn up to a total of \$160,000 in adoption incentives.

Ms. Holmes concluded her report stating Amendment 23; the two year contract renewal for the period July 1, 2018 through June 30, 2020, was issued and executed on May 24th.

Mr. Smith asked for clarification on the adoption incentive amount for each child. Ms. Holmes then explained the percentage targets for each quadrant.

Mr. Smith then asked if the Back of the Bill funding would be issued in a lump sum. Ms. Holmes confirmed that the lump sum payment will be issued after the 14 day review period.

Mr. Smith asked for the date HUD is expected to release the Homeless Vouchers. Ms. Holmes reported by the Federal FYE; sometime in October.

CARES Executive Director Report

Ms. Powell was not present.

Family Allies Executive Director Report

Mr. Bucher was pleased to announce that the Family Allies 'Super Friends' Team received the 2018 Child Abuse Prevention Task Force of Brevard Award for Social Services Group or Team.

Mr. Bucher was pleased to report 9 trainees successfully graduated from the third training class in April and are now out in the field working their cases. The fourth training class is scheduled for June and one of the 11 trainees was the BFP FSFN Data Clerk who recently graduated in May with a Bachelor's degree, and two are interns from the University of Central Florida.

Mr. Bucher stated the agency continues to exceed the fiscal year permanency targets for all four quarters, achieving permanency for 50% of children who entered OOHHC the previous year.

Mr. Bucher reported Family Allies (FA) continues to project a shortfall of approximately \$130K and he attributes to salaries, benefits, overtime and travel mileage. He added that the shortfall was included in the request for the back of the bill funding.

Mr. Bucher shared on April 12th FA held pinwheel planting ceremonies at each Care Center in recognition of Child Abuse Prevention Month.

Mr. Bucher stated in April FA initiated Permanency Round Tables in partnership with Casey Family Programs and identified 6 children/youth as part of the initial Round Table process. Teams continue to meet monthly to review progress plans until the child/youth achieves permanency.

Mr. Bucher shared the agency continues to address facility issues to de-clutter, clean and professionalize both care centers.

Mr. Bucher concluded his report sharing DCF performed the CPA renewal audit and it was a seamless process. Three areas were identified and need to be addressed by June 20th: 2 staff files were missing degree requirements for CPA, 1 staff file missing FDLE screening clearance, the need to develop a certification process to track the required supervision hours for annual certifications and re-certifications. Mr. Bucher expects to have these items cleared by June 1st. Ms. Carmen James with DCF Licensing led the onsite review and indicated to Mr. Bucher that she doesn't anticipate any issues preventing the CPA license renewal.

Board Members then commended Mr. Bucher for his efforts on recruiting interns from local colleges to attend the trainee classes.

BFP Consultant Board Report

Dr. Nellius spoke about the activities that occurred over the last month:

Executive Search Committee

- The Search Committee has convened 7 meetings to date.
- Identified the top 10 attributes the CEO should possess.
- Discussed and framed the considerations associated with the recruitment and hiring of the CEO.
- Set the salary range and approved the job posting which was listed on 7 websites. The job posting will close on June 15th. To date, 40 applications have been received.
- Agreed upon salary range be amended into the Salary Administration Plan and will be presented to the board for approval later on in the Agenda.
- The Search Committee has concluded the candidates will require a unanimous approval of the Search Committee to proceed onto the final stage of approval by the BFP Board of Directors. The committee proposes the final candidate must meet a passing vote of the BFP Board by supermajority. A motion will be presented to the board later on in the agenda.

NCFIE

- On May 17, 2018 the NCFIE Board convened its quarterly meeting and reviewed draft C.A.R.E.S. National Replication Capacity Building Plan, which has been posted to the BFP Board Portal. The intent of the capacity building plan is to position C.A.R.E.S. for inclusion in the state plans that will be submitted to HHS as required in the Families First Prevention Services Act. She then broke down the selection process and C.A.R.E.S. is one of 210 programs that currently meet the criteria on the California Evidence Based Clearing House, however C.A.R.E.S. falls into the 130 Promising Programs based on criteria specified in the Families First Prevention Services Act. The details are fully described in the May 2018 Consultant Board Report.
- Dr. Nellius has been working on the documentation, statistics, and data to update and modernize the program materials for marketing. She shared a positive note: The Casey Family Programs is the national leader targeting the IV-E waiver states and they have recruited Mr. Don Winsted to serve as their consultant who will be convening the regional meetings, holding orientations, providing technical assistance, training, and assist with the interpretation of the complex language.
- Dr. Nellius was contacted by the Children's Trust, out of Miami who manages a portfolio of 14 agencies that perform High Fidelity Wraparound and Care Coordination through The Promise Neighborhood Initiative. They performed a national search looking for a consulting group that can provide high fidelity wraparound intensive training, technical assistant and consultation and found The NCFIE. After extensive conversations with their leadership and the completion of a comprehensive survey, Dr. Nellius is waiting to hear whether the decision has been made to sole source the contract with The NCFIE or move forward with procurement and NCFIE will have the opportunity to bid on the contract.
- To date, the Wraparound Training curriculum has been developed and submitted for their Preventative Services Initiative and Safety Planning Curriculum. She and Ms. Holmes will be traveling to Erie County on June 3-5, 2018 to meet with the local System of Care Coalition, the County Mental Health, Department of Social Service Commissioners, DCF Management and Supervisors. It is anticipated the NCFIE will receive an additional contract from the County Government to support the DCF side of the implementation.

- The Volusia/Flagler pilot to date has accepted 70 referrals under the C.A.R.E.S. model. Three site visits have been conducted with a 4th impending, along with weekly conference calls to lead, guide and direct the implementation.
- The May 2018 Certification Institute has been postponed to June. Currently, there are 8 students enrolled in the class and 25 students working towards certification.

Dr. Nellius then shared she continues to meet with the Executive leadership individually and collectively, remains in close contact with Mr. Smith, Board Chair, and provides Executive Support as requested.

Dr. Nellius concluded her report with an update on the organizational analysis stating it has been delayed as the result of the aforementioned activities and expects to resume in July.

9:30 Ms. Rich-New ended the conference call.

A question was raised with regard to the Volusia/Flagler additional funding for phase 2 of the implementation. Dr. Nellius explained the contract billing process and reported that she and Mr. Carlson met with the CBC CEO of Volusia/Flagler and agreed to continue with the implementation. Collaborative efforts continue with Volusia/Flagler and the House Next Door to pursue available funding as the pilot demonstration site was selected and funded by the legislature.

Financials

Ms. Simmons stated the family of agencies budgets are still in progress and the finalized drafts will be presented to the Board at the June Board Meeting.

Ms. Simmons then reported Finance has completed the Q'3 training report for DCF and with Mr. Bucher's help in identifying training classes for new case managers, the agency has consumed approximately \$400K in training dollars and this is the first fiscal year that BFP has not had to issue a refund to DCF for unused training funds. Projections for the FY 2018 have been submitted to DCF. Discussions arose with regard to the criteria and types of trainings qualified under the IV-E Waiver training dollars funded by DCF.

Ms. Simmons then referenced the Statement of Revenue and Expenditures for April 2018 and addressed 4 line items with significant variances:

- Professional and Consulting Fees are over and attributed to the Board approved consulting contract with Breakthrough 365, along with the Open Table and Leadership Academy contracts. Note: The Open Table and Leadership Academy contracts were included in the budget; but under a different GL code.
- Supplies are over for the year due to the purchase of replacement computer equipment.
- Insurance was front loaded into the system and will level off by the end of the year.
- Adoption Subsidy is over and will be fully funded by DCF.

Ms. Simmons reported based on year to date projections to include back of the bill funding, the agency will be in the green with roll forward money of approximately \$50K to begin the next fiscal year.

Ms. Wright asked for clarification on the Public Relations variance. Ms. Simmons indicated the majority of expenditures for Public Relations hit the supplies line. In building the next FY budget, submissions will be more specific to properly identify all expenditures.

Discussions then ensued pertaining to the process and strategy approach for building the budget; using the family of agencies TO's, historical data, projections, and identifying the greater risks to the agency in support of the allocation of resources.

Mr. Smith moved to the GOV 011 Governance Guidelines and indicated the policy was modified and has been on BFP Board Portal for several months for member feedback. None has been received and he is now seeking a motion to approve the changes.

Motion: Mr. Peterson moved to approve the changes made to GOV 011 Governance Guidelines Policy. This was seconded by Ms. Betting and the motion passed unanimously.

Mr. Smith asked Ms. Holmes to provide an overview of the Salary Administration Plan.

Ms. Holmes reported the plan was modified to add all of the Family Allies positions to the appropriate grades/categories and the salary range for the CEO was adjusted to match the current market analysis of comparable positions; the research was conducted by the BFP HR manager.

Motion: Mr. Whitten moved to approve the modifications made to the Salary Administration Plan to include adding the Family Allies positions to the appropriate grade/categories and to change the CEO's salary range to match the current market analysis. This was seconded by Mr. Peterson and the motion passed unanimously.

Mr. Smith indicated that Mr. Mark Peterson has requested a leave of absence from the BFP Board of Directors from June to October 2018.

Motion: Mr. Whiten moved to approve Mr. Peterson's leave of absence from June to October 2018. This was seconded by Ms. Wright and the motion passed unanimously.

Ms. Holmes presented perspective board member Ms. Jean Bandish who represents the Foster/Adoptive Parent board member position. Ms. Bandish is a former foster parent and an adopted parent of two children. Ms. Bandish is also an attorney working in the Brevard County Court Administration for drug court. She is well connected in the community serving on several community venues such as AMI, a youth centered organization, Together in Partnership Board (TIP), Juvenile Justice Advisory Board, and Space Coast Behavioral Health. Ms. Holmes then asked Ms. Betting to share her experience talking with Ms. Bandish. Ms. Betting stated she spoke to Ms. Bandish about board member commitments. Ms. Betting found Ms. Bandish to be very pleasant, knowledgeable and very involved in the community. Based on her background and experience Ms. Betting believes Ms. Bandish would be a great addition to the board.

Mr. Smith asked for a motion to approve Ms. Bandish for a seat on the BFP Board of Directors.

Motion: Ms. Betting moved to approve Ms. Jean Bandish, subject to clearing her Background Screening, for a seat on the BFP Board of Directors. This was seconded by Mr. Peterson and the motion passed unanimously.

Mr. Smith presented perspective board member Mr. Robin (Rob) Cramp, who currently serves as the Executive Director for Housing for Homeless and has a long history and experience in business. Mr. Cramp is a consultant for a program SCORE who helps small businesses manage their companies efficiently. He also brings experience in Governance Policies and Grants. Mr. Peterson held a telephone interview with Mr. Cramp and spoke to him about the time commitment serving on the BFP Board as well as serving on one of the Board Subcommittees. Mr. Peterson found Mr. Crump to be very committed to the homeless and has vast experience and insight in non-profit organizations which would be useful to the Board.

Motion: Mr. Peterson moved to approve Mr. Robin (Rob) Crump, subject to clearing his Background Screening, for a seat on the BFP Board of Directors. This was seconded by Ms. Betting and the motion passed unanimously.

Mr. Smith then clarified barring any adverse feedback from Background Screenings, both candidates will be invited to the June 2018 meeting.

Mr. Smith reported that the Executive Search Subcommittee has decided CEO candidates will require a unanimous approval of the Search Subcommittee to proceed onto the final stage of approval by the BFP Board of Directors. The committee proposes the final candidate must meet a passing vote of the BFP Board by supermajority. He then opened the floor for discussions.

Board members then discussed whether CEO candidates brought forward will require a super majority or a unanimous vote by the BFP Board of Directors and what number of voting members quantifies a super majority vote. The board members present agreed to a super majority vote and 8 of the 11 board members quantifies a super majority.

Motion A: Ms. Wright moved to approve 8 of the 11 BFP Board Members quantifies a super majority vote for all CEO candidates brought forward. This was seconded by Mr. Peterson and the motion passed unanimously.

Motion B: Ms. Wright moved to amend Motion A to 8 of the 11 BFP Board Members if 11 Board Members are present or 70% of BFP Board Members quantifies a super majority vote for all CEO candidates brought forward. This was seconded by Mr. Peterson and the motion passed unanimously.

Mr. Smith indicated Mr. Peterson has resigned from his position as Vice Chair of the Board Risk Subcommittee. The committee is looking to increase board member capacity along with seeking a motion to appoint a Vice Chair. Mr. Smith then suggested appointing Ms. Ruth Long to serve as Vice Chair. Ms. Long was not present to accept the appointment; members decided to table the motion for the next meeting.

Mr. Smith asked for Board Subcommittee updates.

Board Marketing Subcommittee

Ms. Wright reported the website redesign continues to progress; most templates are completed, Marketing continues to edit the content, Artemis continues to work on the design templates, users will be selected for testing and the new site and is expected to go live in July. Ms. Wright indicated the hold-up is with Artemis IT and the outsourced website designer, not with BFP staff.

Discussions ensued concerning the Artemis Contract and the outsourced website design service level agreement (SLA). Board Members would like to review the SLA agreement between Artemis and the Outsourced Website Designer.

Mr. Smith stated the Board Executive Search Subcommittee continues to meet bi-weekly with Dr. Nellius to develop the CEO selection process.

Mr. Maloney reported on Strategic Plan Goal 3a:

Address the special needs of young adults in care and exiting care

Create a comprehensive support system for teens and young adults to achieve independence.



Increase the number of youth exiting care who have secured housing and that are employed and/or continuing their education

- Begin independent living transition plan for targeted youth in early teen years
- Investigate and maintain a database of transitional and affordable housing options
- Engage schools and increase the number of youth receiving high school diplomas or GEDs
- Involve youth, foster families, guidance counselors, other in Family Team Conferencing to develop transition plans

Respectfully Submitted,

Laurie Anna Blackburn
Board Liaison

Approved by the Brevard Family Partnership Board of Directors on June 28, 2018