



BOARD OF DIRECTORS
September 27, 2018
Minutes

Attendees: Mr. Eric Smith, Board Chair, Ms. Andrea Betting, Ms. Catherine Wright, Mr. Rob Cramp, Ms. Jean Bandish, ,

Members Absent: Mr. Stockton Whitten, Ms. Barb Loftus, Board Vice Chair, Ms. Kathleen Rich-New Mr. Mark Peterson, and Ms. Ruth Long, Treasurer

Others in Attendance: Ms. Valerie Holmes, Executive Director BFP, Mr. James Carlson, Interim CEO, Ms. Laurie Anna DeGennaro, Board Liaison, Ms. Ashley Carrara, Sr. Executive of Programs, Ms. Debbie Davidson-Cook, Sr. Executive of Compliance, Mr. Kevin Maloney, Sr. Executive of Strategy and Performance, Mr. Ernest Jones, IMPOWER, , Dr. Nellius, Consultant,. Bill Bucher, Family Allies, Ms. Heather Howell, Interim ED C.A.R.E.S. Ms. Tracy Pellegrino, Brevard C.A.R.E.S, Ms. Nestri, DCF, Ms. Rachel Bjornstad, BFP, Ms. Jessica Ayala, BFP, Ms. Melissa Eddie, Ms. April Coyle, Ms. Jessica Ayala, Ms. Cyndi Hernandez, Ms. Shawn Jackson, Ms. Lasheka Kelly, Ms. Ellen Laye, Ms. Monica Martin, Ms. Aisha Missek.

Mr. Smith opened the meeting, welcomed and thanked everyone for attending the September 27, 2018 Board of Directors meeting; then, asked all to state their names for the record.

Motion: Ms. Betting moved to approve the September 27, 2018 Draft Agenda. This was seconded by Ms. Bandish 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.

2017-2018 Leadership Team Recognitions

Mr. Carlson shared the 2017-2018 Leadership team is made up of members from all three agencies and during their term they were charged with heading up the United Way Campaign, Employee Appreciation Week and the Back to School Community Project held at the Melbourne Square Mall. He then asked members to join him at the front of the room to receive their recognition awards and have their picture taken. Members present: Ms. Melissa Eddie, Chair, Ms. April Coyle Vice Chair, Ms. Jessica Ayala, Ms. Cyndi Hernandez, Ms. Shawn Jackson, Ms. LaShica Kelly, Ms. Ellen Laye, Ms. Monica Martin, and Ms. Aisha Missek. Members not present: Ms. Mable Williams, Mr. Melvin Mitchell, and Ms. Sherlyn Jenkins.

Mr. Smith then asked for the following motions:

Motion: Ms. Wright moved to approve the August 23, 2018 Draft Board Meeting Minutes. This was seconded by Mr. Cramp and the motion passed unanimously.

Consent Agenda

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

BFP Executive Director Board Report

Ms. Holmes shared the following:

Two youth from the Brevard Youth Leadership Council presented at the Family of Agencies All Staff meeting in September and youth representatives are also now attending and speaking at the BFP Pride Panel nights to prospective foster parents.

The Brevard Youth Leadership Council is looking to add a Youth Shine Chapter in Brevard. Florida Youth Shine has 14 chapters spanning across the state.

Select youth will be attending an upcoming event sponsored by the Florida Coalition for Children, Camp Anderson, a weekend of sports and leadership camp. Mr. Maloney will be attending as an adult mentor.

Annually DCF conducts a Florida Youth Leadership Academy and one of Brevard's young ladies attended and successfully graduated. Ms. Holmes was pleased to report Ms. Mable Williams, a Child Welfare Specialist for Family Allies served as her adult mentor.

Together in Partnership (TIP) representatives are preparing a consent agenda item for the Board of County Commissioners to extend TIP as the Children's Advisory Council to 2021 as the current proclamation sunsets in December 2018.

Central Florida Cares, the managing entity for Central Florida provides funding for mental health and substance abuse across the four counties, has received additional funds from DCF for crisis response teams across the four counties. The funding allows for two new crisis counselors and access to psychiatric care.

BFP has disbursed funds in support of Grandparents Raising Grandchildren to assist relative and non-relative caregivers. On a monthly basis, representatives from the family of agencies meet with relative and non-relatives to provide support and information on services available.

Provider Fairs are scheduled for the week of October 1 at each care center to introduce providers and their scope of services to the care managers.

With a number of new staff across the family of agencies, training is scheduled the week of October 8 on the Florida Safety Decision Making Methodology in an effort to narrow the gaps between treatment plans and the current practice model.



The NCFIE is now an approved Education Provider through the Florida Certification Board (FCB).

DCF held its annual Child Protection Summit and awards were given across the system of care. The BFP Licensing Team was given the “Customer Service Award” for their innovative approaches and the creation of the “Just One” initiative to enhance foster care recruitment efforts. In addition, the agency was recognized by the Florida State Foster and Adoptive Association for our support and partnership with them. Linda Thompson, a local foster parent is the Vice President of that Association.

Ms. Debbie Davidson-Cook announced her retirement effective November 2. Ms. Davidson-Cook has served as a dedicated team member and made great contributions to the agency during her tenure. Her position has been eliminated and the Compliance Division has been realigned into other divisions within the agency: Quality Assurance, Training and Utilization Management have been absorbed under the Senior Executive of Strategy and Performance (Mr. Kevin Maloney). Client Relations, Risk Management and Contract Management have moved under the Senior Executive of Administration (Mr. Jim Carlson). The Senior Executive of Programs (Ms. Ashley Carraro) has assumed the Foster Parent Navigator Position and management of the Provider Network. Ms. Holmes invited board members to the retirement luncheon scheduled for October 24 at BFP. Ms. Davidson-Cook stated she has learned a lot under the leadership of Dr. Nellius, Mr. Carlson, and Ms. Holmes and that she is grateful for being given the opportunity to work at Brevard Family Partnership.

Interim CEO Board Report

Mr. Carlson spoke about the following:

The Brevard Children’s Services Council presented their request to have a funded Children Services Council on the November ballot to Brevard County Board of County Commissioners on June 24; the motion was made and it was not seconded and therefore the request was denied. They met on September 19th and decided to proceed with an initiative to gather the required number of signatures (estimated to be between 23,000 and 30,000) to add a funding initiative to be added to the 2020 ballot.

BFP received an annual bonus from its partnership in the CBCIH- Integrated Health Plan. This year’s bonus was \$31,000 which is significantly less than last year’s amount as a result of lower reimbursement rates from AHCA to CBCIH. The funds are used toward the Nurse Case Manager position, the health information data position and for the staff who supervise them.

Four finalists out of the six C.A.R.E.S ED candidates were selected to take the assessment through Clarity Works. The second interviews are scheduled to be held the week of October 1 and the C.A.R.E.S. Board Chair Mr. Dan Rogers feels confident that a final candidate will be selected by October 15.

At the June meeting the board approved the FY 18-19 budget that included \$491,890 in reserve funding under the capacity building line. The Family of Agency Executive Directors met and unanimously approved to add the BFP QA training coordinator position and the funded amount is listed below:

CARES Family Support Worker for the NJIS unit	\$32,750
PLL contract provider	\$18,920



ESSA transportation contract Crosswinds	\$41,000
CAES additional NJIS unit	\$319,675
BFP QA/training coordinator	\$45,500

Auditors will be on site during the month of October to conduct an audit of BFP and Family Allies.

Ms. Melissa Jaacks former DCF Assistant Secretary and a former lead CBC CEO, as well as a IV-E funding expert will be on sight October 5 to meet with the family of agencies leadership to assess readiness to transition away from the waiver to an IV-E environment and discuss strategies to accommodate the implementation of the FFPSA.

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

Ms. Howlett addressed the following initiatives:

Six Diversion Care Coordinators have been hired for the new NJIHS team: Three are attending pre-service training and will graduate late November and three are working with seasoned staff members and will be assigned caseloads within the week. Current caseloads are at 20/1. The backroom at C.A.R.E.S. is currently under re-design to add additional cubicles for the new team.

Parenting with Love and Limits cohort has started. Ms. Howlett then spoke about the program engagement process.

Brevard C.A.R.E.S. Management team is collaborating with the FOA management team to re-design a Leadership Academy.

Brevard C.A.R.E.S. is working with the Brevard Homeless Coalition and Together in Partnership Affordable Housing subcommittee to gather data to support the need for Section 8 vouchers for family reunification. Brevard County submitted a request to HUD for 100 vouchers to be utilized for both family reunification and independent living. The decision is pending until mid-October.

On July 20, 2018, the National Center for Innovation and Excellence (NCFIE) nominated C.A.R.E.S. for consideration by the United States Department of Health and Human Services as a program that meets the program eligibility criteria to be included in a Clearinghouse of Evidence-Based Practices.

Ms. Marilyn Ghiz a former contractor with Brevard C.A.R.E.S. has been hired to replace the Mobile Response Team Coordinator, Ms. Staci Faenza.

Family Allies Executive Director Report

Mr. Bucher reported as follows:

Six staff separated from Family Allies with five remaining within the system of care.

A training class of six began on September 24 filling a total of 59 out of 60 case manager positions.

Family Allies July 2018 Financials landed with a surplus and will level off in August due to the third pay period; including salaries for the additional 6 trainees. Salaries have increased with the career ladder and overtime expenditures are trending downward this fiscal year compared to same time last fiscal year.

Meetings were held with case managers to design the level 4 and 5 mentoring and supervisor development programs. Staff are currently working on an initiative to develop a case manager resource guide with process flows, local community resources, forms, samples of safety plans, points of contact and other helpful resources.

During the Child Welfare Summit, Family Allies recognized Judge Crawford for his efforts in support of permanency and was presented a framed Permanency Poster listing all of the names of children who achieved permanency.

As of September 18, permanency within 12 months was achieved for 40.5% of children who entered out of home care (OHC) this past fiscal year meeting the Federal/State target of 40.5% for the year. Family Allies continues to strive to meet their set target of 50% for the year and have exceeded 50% for FY1819 Q1 and Q2, representing 6 straight quarters of achieving 50% or greater.

Family Allies is responsible for two areas of the BFP Financial Viability Plan: Reducing the amount of children in OHC over 18 months by 40% (63 children) and maintaining performance of at least 50% of children achieving permanency within 12 months. For September Family Allies met the Q1 goal of 15 children in OHC over 18 months achieving permanency and the Q1 and Q2 goals of achieving permanency for 50% of children who entered OHC last FY. Caseloads are significantly lower than a year ago with a significant reduction in the number of children entering care; most of the children in care are on track for adoption.

Discussions ensued with regard to the pre-service training performed by BFP and the need to add the BFP QA/training coordinator position as previously reported by Mr. Carlson.

Mr. Bucher then clarified with the implementation of the career ladder staff have an opportunity to increase their hourly rate, which has had a favorable impact on retention rates. Additionally, with increasing staff capacity and manageable caseloads; there has been a reduction in overtime expenditures. Mr. Carlson added projected salary increases through the career ladder were identified and included in the budget presented to the board.

Consultant Board Report

Dr. Nellius provided the following status update:

Dr. Nellius referred members to the board portal to review the Organizational Assessment-Change Management Executive Summary draft and asked members to submit any feedback directly to her. She noted the preliminarily draft was presented to the Risk Management Committee on September 20, 2018 and she has received recommendations from the executive staff. The final report and PowerPoint will be presented at the October board meeting.

The majority of her time was spent staffing the Search Committee process and the committee is in the final phase of the screening and selection process. She noted one of the four candidates withdrew from the last stage of the process. The draft site visit schedule is included in members' board packets and Mr. Smith will speak on the outcome from the last Search Committee convening.

On October 15-17, 2018, Dr. Nellius and Mr. Carlson will be traveling to Denver to participate in the Alliance for Strong Families and Communities National Conference to network and showcase C.A.R.E.S. She has been speaking and strategizing with Ms. Susan Dreyfus of Alliance for Strong Families to increase visibility of the C.A.R.E.S. national replication and to forge a partnership with the Blue Meridian group to obtain federal funding for capacity building.

Dr. Nellius had a conference call for a potential replication site in Jacksonville to consider implementing a C.A.R.E.S. pilot program in their community. A second call with additional participants is being scheduled.

In reviewing the C.A.R.E.S. replication business model and approach, it has been decided the NCFIE needs to revise the C.A.R.E.S. National Replication cost model. The new cost model is in process and a draft concept has been submitted to leadership for review and discussion. She then reviewed the phases of implementation and fee schedule as outlined in her report. A copy of the Implementation Placemat has been provided for members to crosswalk with the proposed approach.

The Volusia Flagler (VF) replication is progressing favorably. The Lead Agency in VF who is funding the program is pleased with the progress using the April hard start data and outcomes.

Dr. Nellius has been speaking with Mr. Smith, Mr. Carlson, and the Lobbyist to consider seeking special appropriations to fund for the second C.A.R.E.S pilot site to perform a second study to achieve the highest level of evidence based practice program.

Eight students are enrolled in the October National Certification Training. Historically January has always generated the largest number of attendees and marketing for the January training will begin mid-October.

The NCFIE received approval as a Florida Certification Board Education provider for CBHCM affording the opportunity to generate income offering CEU's across a wider spectrum. A special thanks to Valerie Holmes for facilitating the application submission.

Beginning in October 1, Dr. Nellius will be meeting monthly with the C.A.R.E.S. staff to conduct Wraparound trainings.

Financials

Ms. Bjornstad referenced the August Statement of Revenue and Expenditures and reported the following variances:

- Salaries Expense exceeded the budget and is attributed to the third pay period in August.
- Travel expenses are over and will fluctuate monthly; year to date landed over budget but is not a concern at this point.
- Adoptions are over and will be fully funded by DCF at the end of the Fiscal Year.

She noted in looking at the year to date expenditure; the budget landed on target.

Ms. Bjornstad then clarified with the development of the next budget, the salary expenditures line will account for the three pay periods occurring twice annually.

Board Risk Management Subcommittee

Mr. Cramp reported the primary focus was reviewing the Organizational Assessment-Change Management Executive Summary submitted by Dr. Nellius along with the 35% rule and the impact it will have on the DCF contract renewal.

Marketing Subcommittee

Ms. Wright shared the team is now analyzing the platform by collecting data on the number of visits to the site and the purpose of the visit. The next major initiative is to review the family of agency websites, primarily C.A.R.E.S. to enhance marketing the C.A.R.E.S. replication. The committee is looking to add a C.A.R.E.S. staff member to assist with enhancing the website.

Discussions then ensued with regard to planning strategies to target a specific market associated with each website and/or decisions that need to be made for each site as a stand-alone.

Executive Search Subcommittee

Mr. Smith shared the committee has selected Mr. Philip Scarpelli as the final candidate to move forward. He then referenced the CEO Site Visit Itinerary. Dr. Nellius reported the dates are October 8, 9, 10.

Donor Relations

Mr. Carlson shared the Gala planning process is moving along well. \$20K has been committed from the community. Mr. Carlson asked members to show their support through donations to their favorite acts or purchasing a table.

Ms. Ashley Carraro: Strategic Plan Goal 4:

Optimize placement options for children close to home, school, and community
Recruit, train, and retain foster families and group homes, and set performance standards for all out-of-home placements

Recruit, train, and support 65 new foster families for:

- Teenagers (25 homes)
- Children ages 0-10 (20 homes)
- Sibling Groups (10 homes)
- Therapeutic Homes (10 homes)

The initial licensing team licensed 45 new homes for fiscal year 2017-2018 with five new homes licensed as of August 2018.

Build capacity to work with children coming into care with increasingly complex issues

- BFP matches each child with a home that best suits the child's needs, considering all of the domains that impact a child's quality of life, including family bonds, sibling bonds, education location, friends, cultural, ethnic, and religious values and practices, physical, medical, nutritional, developmental needs, emotional well-being, mental health and personal growth. Through the Brevard Youth Thrive (BYT) Initiative, BFP recognizes that minimization of trauma associated with a removal is essential. To that end, the agency operates a trauma informed system of care that fosters healthy developmental functioning of children placed in foster care with focus on the protective and promotive factors that foster the healthy development of children and youth. The BFP Assessment Specialist utilizes the Child and Adolescent Functional Assessment Scale (CAFAS) aid in placement decisions and to identify service needs.

Expand the Quality Parenting Initiative (QPI) to focus on normalcy, positive youth development and trauma informed care principles

- The QPI Steering Committee meeting will be held on September 27th and David Brown will be attending the meeting to give an update on statewide initiatives.
- BFP hosted a birth parent/foster parent convening on June 26th facilitated by David Brown. A QPI survey will be distributed to system of care providers.
- A Bridging the GAP training was conducted at the foster parent support group meeting and a licensing overview was conducted at the pre-service training class with new case managers.

Manage smoother transitions for children through effective case planning

- Completed Conditions for Return training Part 1, with Part 2 (case practice) starting on 9/24 for all CM and CPI staff. This training along with the development of the CFR process has allowed for smoother transitions during reunification by including the family, CPI, GAL, CLS, CM, providers, etc. in the development of transition plans and safety plans. This year we plan to continue to work with DCF to enhance the Case Transfer Process staffing to be more family focused. Currently management is observing current CTS's and providing feedback as part of the initial assessment phase. In addition, working with Level 4 staff on a standardized peer mentoring process which includes being family focused and including families in the joint development of case plans and safety plans. Lastly, in the next few weeks we should have a guide going out to staff that provides points of contact for case plan development with incarcerated parents in all Florida state prisons the Brevard county jail.

Ensure that children in care have regularly scheduled visits with parents, siblings, and other family members.

- In the process of redesigning a new Family Time Program with a new structure. The FSW's will be supervised by 2 Family Time Coordinators and they will report to our Family Time Manager. We currently have 14 FSW staff that are supervising family time with 3 of those being part time staff who specifically provide after hours and weekend availability. We will be walking through the Family Time process with this group on Sept 25th and Oct 1st to identify areas of redesign/enhancement and then developing a plan on how to move forward. We have also done some remodeling in the care centers to enhance Family Time. We previously had 4 small visitation rooms in Central, but knocked down a couple walls to combine rooms so now we have 2 larger rooms. We also created a parent resource room in the South Care Center.

Public Comments



Ms. Bandish expressed the importance of having youth attend the foster parent panel convening so that foster parents know that older children are adoptable. She offered to attend with her daughter. Ms. Bandish then suggested a mentorship program for those youth who are living independently and are in need of support to make life decisions.

Mr. Maloney reported youth who are part of the permanency round tables have achieved permanency at a rate of 50%.

Mr. Smith asked for a heat map outlining needs which should be completed by Family Allies and a map fulfilling the needs to be completed by BFP and presented at the next board meeting. Ms. Holmes confirmed BFP will work collaboratively with Family Allies to produce the heat map.

Motion: Ms. Betting motioned to adjourn. This was seconded by Mr. Cramp and the motion passed unanimously.

Respectfully Submitted,

Laurie Anna Blackburn
Board Liaison

Approved at the Brevard Family Partnership Board of Directors Meeting on October 25, 2018.