



BOARD OF DIRECTORS  
February 28, 2019  
Minutes

**Attendees:** Mr. Eric Smith, Board Chair, Ms. Barb Loftus, Board Vice Chair, Ms. Ruth Long, Treasurer, Andrea Betting, Ms. Jean Bandish, and Mr. Rob Cramp

**Members Absent:** Ms. Catherine Wright

**Others in Attendance:** Mr. Phil Scarpelli, CEO, Ms. Valerie Holmes, Executive Director BFP, Ms. Laurie Anna DeGennaro, Board Liaison, Mr. James Carlson, Sr. Executive Administration, Mr. Kevin Maloney, Sr. Executive Strategy, Ms. Ashley Carraro, Sr. Executive Programs, Mr. Bill Bucher, ED Family Allies, Dr. Patricia Nellius, Consultant, Ms. Kathryn Parker, COO Brevard C.A.R.E.S, Ms. Heather Howlett, Brevard CARES, Ms. Amy Hammett, DCF, Mr. Ernest Jones, IMPOWER.

Mr. Smith opened the meeting, welcomed and thanked everyone for attending the December 13, 2018 Board of Directors meeting; then, asked all to state their names for the record.

**Motion:** Ms. Loftus moved to approve the February 28, 2019 Draft Agenda. This was seconded by Mr. Cramp 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.

Mr. Smith asked members to complete the annual Affidavit of Good Moral Character and turn it in to Ms. DeGennaro at the end of the meeting.

**Motion:** Mr. Cramp moved to approve the January 24, 2019 Board Meeting Minutes. This was seconded by Ms. Long and the motion passed unanimously.

#### Consent Agenda

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

#### CEO Board Report

Mr. Scarpelli began by thanking Board Members for their support during his 90 day transition and for their dedication and commitment to serving on additional subcommittee boards.

He then shared:

Along with members of executive leadership, foster parents and three Youth Thrive members attended Rally in Tally and participated in meetings with Senators Sovoie, Wright and Fine.

FCC is no longer supporting the Equity Allocation Funding Model and is now advocating for the Adequacy Funding Formula which is based on determining the actual cost of managing a child dependency case management agency. He noted the State of Florida is grossly underfunded and that should be communicated even at the local level to ensure children safety, well-being, and achieving permanency. He clarified that Lobbyist were also in Tallahassee advocating on behalf of the CBC's across the state.

Kurt Kelly, CEO of the FCC is campaigning for a seat in the house of representatives.

He continues to meet with Executive Pastors with the intent to increase foster home capacity. Ms. Julie Boynton, Marketing Manager scheduled an interview with Pastor Russell and the local News on site at his facility promoting communities to unite on behalf of vulnerable children and families throughout Brevard county.

He met with Theresa Grimison, CEO of Brevard's Community Foundation to discuss BFP's endowment to better understand ways to stimulate more planned and legacy giving opportunities.

Continues to meet with Executive Leadership to problem solve some systemic challenges well-known to the child welfare system. He commended the team for working with tremendous synergy so that our foster children will be better served despite the resource limitations historical to our community.

#### Executive Director Board Report

Ms. Holmes shared the following:

BFP is ramping up the new Caregiver Support Unit. Effective July 1, the Guardian Assistance Program will offer relative and non-relative caregivers the option to obtain licensure as a Level 1 Foster Home, child specific and the caregiver will receive a monthly board rate for each child in the home. The unit will consist of three Guardianship Assistance Program (GAP) Specialists, a GAP Supervisor, Clinical Support and Kinship Care Specialists.

In preparation for the post waiver environment, DCF consultants, Ernst and Young conducted a site visit at BFP on January 29 to perform IV-E case reviews using the Children's Bureau Title IV-E Foster Care On-Site Review Instrument. Additional guidance will be provided regarding the Federal Monitoring Report submission as to how to report on Foster Care case population. An additional Rev Max position will be added to help the GAP unit.

Phebe Powell at Children's Home Society (CHS) reported that Hacienda Girls Ranch Group Home will close effective June 30 in preparation for Family First Prevention Services Act. The Independent Living Program that serve the 18-21 youth population in Extended Foster Care will remain fully operational. Youth that do not achieve permanency by the closing date of the group home will be transitioned into family foster homes. CHS plans to lean more towards community based services such as early childhood education and they are interested in partnering with the Agency on Evidence Based Practices. A feasibility assessment is underway to analyze capacity within the provider network, assess the current continuum of services of Evidenced Based Practices and evaluate gaps of where capacity building is indicated.

During the week of February 11, BFP celebrated Foster Parent Appreciation Week. This year's activities included a family movie night with a food truck; sponsored by Eau Gallie Baptist Church, "drive through" dinner on the go, fun activities, prizes, and raffles throughout the week. The next event is in May in honor of Foster Parent Appreciation Month.

Discussions ensued regarding internal communication plans with the youth currently living at the Hacienda Girls Ranch Group Home, placements depending on their permanency goals, the decrease in utilization of group homes over the last few years to lower costs and ramping up foster home capacity building through outreach initiatives.

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

In the absence of Ms. Pellegrino, ED of Brevard C.A.R.E.S. Ms. Parker reported on the following:

Brevard C.A.R.E.S. continues to work with NCFIE to develop clear uniform standards to ensure fidelity to the C.A.R.E.S. program model. Prevention staff attended the NCFIE Wraparound training in January and with the implementation of the Wraparound Coach, staff will receive feedback in real time.

Efforts continue to expand the Mobile Crisis Response Team; a new employee will start on March 18. Community outreach efforts show a 35% increase in community referrals. The real struggle is finding a Board Certified Child Psychiatrist, which is contractually required by the managing entity to fund for the expansion of the MRT. CARES also have a Telehealth Contract with IMPOWER. Mr. Smith suggested board members reach out into the community to locate retired Psychiatrist who may be interested.

#### Family Allies Executive Director Report

Mr. Bucher reported as follows:

Staff turnover rate has increased significantly and is primarily attributed to relocating out of the area along with terminations after certification but before one year, which is when the next three steps in the carrier ladder begins. Mr. Bucher would like to revisit the career ladder and implement smaller increases over the course of the year.

The Sixth Training Class is scheduled for February 18, with six trainees.

The number of children entering OHC has increased during the months of January and February, combined with a reduction in children exiting OHC, have impacted caseload ratios.

Permanency goal is 3 children shy of reaching the Family Allies target of 50% for the Fiscal Year 2019. Mr. Bucher then reviewed the Permanency Chart contained in his report.

Struggles continue with fidelity to the case practice model and it is attributed to the high staff turnover rate and increasing caseloads. Instead of continuing to try to fix everything, and thus, not making improvement on anything, Family Allies decided to take a different approach to initiate an intense focus on areas where there is 100% control: immediate focus is CFSR item #14 – Quality of visits with children. During a recent meeting regarding the 2nd Quarter QA scores, Family Allies leadership took an ‘oath’ to ensure that we will discuss having quality, private interviews and document them appropriately in FSFN every time we communicate with each other and our staff over the next 30 days

Another challenge has been with ESSA Transportation: Lack of foster home capacity combined with an increase in children entering OHC has resulted in an increase of Family Allies having to transport children daily to and from school due to ESSA requirements. This has placed a strain on Family Allies resources – financially through increased overtime and mileage - and in human capital with the strain on the workforce, in addition to strained relationships with BFP. A meeting was held with BFP on February 12, and we are hopeful for an opportunity to review the existing ESSA timeframes with Brevard Public Schools to reduce the burden on case management (A meeting with BPS is scheduled for February 28).

Overtime expenditures is trending approximately \$27,500 less through the first sixteen pay periods this FY compared to last FY – which represents an 18% reduction in overtime expenditures from last year.

BFP recently approved the purchase of Microsoft Surface Pro tablets for our Family Time team, which will allow them to record and document their Family Time observations and notes in the field.

### Consultant Board Report

Dr. Nellius reported as follows:

- The second 2018-19 NCFIE National Certification Training Institute was held in January with 12 students in attendance. The Next class is scheduled for the week of June 10, 2019. 46 Students have achieved certification and to date seven students have submitted their recertification application with the supporting documentation. Currently, Faculty is reaching out to students who have been inactive.
- The Legislative Committee members and leadership held a conference call with Eckerd Connects and the Legislative Special Appropriations has been submitted. Additionally, Eckerd has contacted Hillsborough County for funding to implement CARES in Hillsboro County and the decision is expected to be made by March 6<sup>th</sup>.

- NCFIE has partnered with Thompson Child and Family Focus in Charlotte, NC. to submit a grant request to the Duke Foundation to fund for a CARES pilot site. Both Thompson and Eckerd have indicated regardless of the outcome of the grant, they intend to move forward with the CARES pilot.
- Contacted the CEO of the Alliance for Strong Families and Communities who has offered to make an introduction of the CARES program to Jerry Milner, the Associate Commissioner of the Children's Bureau in Washington DC.
- Held a CARES prospecting conference call with the DCF leadership in Arapahoe County, Colorado. Mr. Carlson had the opportunity to meet with them at the Alliance For Strong Families conference in Denver where they expressed interest in learning more and possibly conducting a site visit. The DCF leadership informed me that Colorado is going to be an early adopter of the FFPSA, and our call was timely as they are in the process of conducting an analysis of needed capacity.
- Continued discussion with a certification student from Chicago, who was recently awarded a 7-year Wraparound Planning grant, has express interest in having the NCFIE serve as consultant to the project.
- The Volusia/Flagler CARES project is progressing nicely. April 2019 will mark the one-year launch anniversary. Dr. Nellius then reviewed the collection of data contained in the Consultant Board Report. She noted bench marking will begin in March.
- Continues to meet with the CEO regarding the Family First Prevention Services Act (FFPSA) implementation plan and timeline.
- The extension of the IV-E waiver is still pending approval in Congress; the board will be apprised as new information is released. Discussions then ensued concerning the political impact on the decision process.
- Dr. Nellius then provided background on the formation of the System of Care Technology Solutions Board.

### Audit

Ed Moss of Moss, Krusick and Associates provided Board Members with copies of the June 30, 2018 Audit. He began by directing members to the Independent Auditors Report and stated the agency received the highest report that can be achieved. He then walked members through the report reviewing the Consolidated Statement of Financial Position, Statement of Activities, Consolidated Statement of Functional Expenses.

Mr. Moss then directed members to the notes to Consolidated Financial Statements and explained the differences between Unrestricted, Temporarily Restricted, and Permanently Restricted Funds.

Reference was made to the following Notes:

- Note D: The table summarizes the assets for which fair values determined 9on a recurring basis as of June 30, 2018.

- Note J: The non-cancelable lease terms in excess of one year and aggregated for each of the next five years: 2019 through 2023.

Consolidating statement of Activities includes revenues and expenses for BFP, Brevard C.A.R.E.S., and NCFIE, and the Consolidating Statement of Cash Flows reflects cash flows from operating and investing activities. There were no deficiencies or material findings.

Mr. Moss stated Community Based Cares of Brevard and affiliates in compliance with all requirements and received the highest level of reporting possible.

The audit overview concluded with Mr. Moss reviewing the Federal Programs and State Projects consolidated statements.

Mr. Moss commended Mr. Carlson and his team for their assistance in completing the audit.

Discussion ensued regarding administrative overhead costs for non-profit organizations.

**Motion:** Ms. Long motioned to approve the 2018 Audit as presented. This was seconded by Ms. Loftus and the motion passed unanimously.

Mr. Smith reported that Mr. Mark Peterson resigned and his service to the Board of Directors was very much appreciated. His resignation letter has been posted to the Board Portal.

### Financials

Mr. Carlson reported the following:

C.A.R.E.S. is under budget for the month and are projected to end the Fiscal Year with a balanced budget.

Family Allies is over budget in salaries expense and is attributed to the number of days accrued in January

Mr. Carlson referenced the February Statement of Revenue and Expenditures for BFP:

- Salaries Expense is over budget and is attributed to the number of days accrued in January.
- Adoption expenditures are significantly over budget; he noted DCF will fully fund the deficit by fiscal year end. Projects have been submitted through the end of the year.
- Equipment is over and attributed to the use of role forward funds to purchase cubicles for C.A.R.E.S. and computer equipment.

Mr. Carlson reported the agency is projecting a surplus for the FYE 2019.

### Fidelity EHR

Mr. Scarpelli shared Fidelity EHR is an evidence based electronic health record for behavioral health software platform introduced by Ms. Tracy Pellegrino as part of the contract with the managing entity to expand the Mobile Response Team (MRT) while also scaling up Targeted Case Management (TCM). The system aligns with the Wraparound principles and practice model and has the capability to expand and will be fully funded by the managing entity.

Mr. Scarpelli stated the proposal was presented to the Board Risk Management Subcommittee to review the CEO's recommendation to move forward the purchase of Fidelity EHR.

Ms. Loftus added her perspective:

The Fidelity EHR system is a currently fielded operational system that aligns with the Wraparound Model. The system is needed immediately in order to comply with the contractual terms of the managing entity and their funding for the system. The risk is CARES could lose the contract with the managing entity if a decision is not made. The partnership with The Sycamore Group needs to be addressed at another time; but it is not essential to meeting the immediate operational and functional needs for CARES.

The Risk Management Subcommittee voted to support the CEO's recommendation to move forward with the purchase of Fidelity EHR for the immediate need of CARES.

**Motion:** Ms. Loftus motioned to approve the purchase of Fidelity EHR. This was seconded by Ms. Long and the motion passed unanimously

### Risk Management Subcommittee

Ms. Loftus reported the committee continues to review the CAR Loan program; looking at securing supporting banks and speaking with the youth for their input. She will keep the board apprised as they progress. The subcommittee continues to review IV-E, the Risk Management Matrix. Recent discussions ensued regarding sole subject matter experts within the organization, the high impact and risk to the agency should one of them leave. The subcommittee asked for a succession plan to be developed.

### Marketing Subcommittee

Mr. Cramp spoke about the website integration for the three agencies and discerning the target audience for the expansion of the websites. Mr. Cramp commended Ms. Boynton for her creativity with the website design.

**ACTION ITEM:** Invite Ms. Boynton to the next BFP Board meeting



## Gala

Mr. Carlson spoke about his meeting with the Community Foundation Board and the initiatives and strategies to increase awareness around the endowment fund.

The Gala is scheduled for October 20, 2019 and the theme is the Narly 90's

The sponsor and performer packages are complete.

**ACTION:** Mr. Carlson will e-mail packets to Ms. DeGennaro for distribution to the board.

CARES and Family Allies have been invited to perform.

Mr. Carlson then reported the Marketing Subcommittee has merged with the Donor and Civic Engagement Subcommittee and are now known as Marketing Donor Relations Subcommittee.

## Mr. Bill Bucher - Strategic Plan Goal 6b Case Management

Promote stability and preserve institutional knowledge using a single case management model with team support

- Implemented a Child Welfare Specialist Support Unit which has removed/alleviate paperwork and data entry requirements from Case Managers – the unit completes OCS Home Studies, ICPC packet paperwork, Diligent Searches, and documentation for medical / dental / psychotropic medication in addition to other responsibilities

Monitor caseloads, performance, and turnover to safeguard continuity of care

- Caseloads / ratios, capacity, and turnover is monitored monthly. Family Allies is currently trending below the historical 50% turnover ratio for CM turnover in Brevard County. Family Allies has exceeded scorecard and performance goals since inception.

Increase satisfaction with case management by increasing responsiveness to families and stakeholders

- Family Allies has developed and maintained positive working relationships since transition with DCF, CLS, GAL, Judges Crawford and Earp, Eckerd, Impower, Grandparents Raising Grandchildren, CHS, etc.

Identify opportunities for CPI/DCM staff communication, training, and other interactions to facilitate coordination

- Family Allies has partnered with DCF/CLS for joint trainings regarding conditions for return, motivational interviewing, and workplace safety. We have held joint leadership meetings with DCF to improve communication and coordination on Case Transfer and joint response.





Public Comments

None were expressed.

Staff were excused.

The board of Directors then delivered the CEO 90 day evaluation.

Respectfully Submitted,

Laurie Anna DeGennaro  
Board Liaison

Approved by the Brevard Family Partnership Board of Directors at the May 23, 2019 Board Meeting.