

Foundation for Foster Children

Board Meeting Minutes

Date: 12/1/3/20223 Time: 8:12am Meeting called to order by: Celeste Hankins, Board President

In Attendance

Board Members (in person): Celeste Hankins, Holly Greer, Michele Chira, Lara Lee, Laura Cosgrove, Jennifer Spooner, Keith Coker, Sajel Patel, Kim Baxter, Alison Yurko, Mark Tjernagel, Janice Brodie, Rachel Craine (Foster Youth Representative), Kay Redlich and Purvi Jayswal

Board Members (via phone): Lamont Jackson

Staff (in person): Raquel Bell

Program Spotlight (Raquel)

Four successful fundraising events since the last board meeting; Country for a Cause, golf tournament, bridge tournament, and Brasfield & Gorrie luncheon. December graduation recognition party for UCF & tech school. Celebrated Youth's purchase of first car at CarMax. Maya from Guatemala with Advocate to obtain paperwork/passport in Miami.

Consent Agenda

Approval of the board minutes from the last meeting and the most recent financials.

No discussion was had.

Celeste motioned to approve:

- 1st Holly
- 2nd Jennifer
- All agreed, none opposed.

Executive Director Report

Raquel provided recap of first 60 days in Executive Director Role.

- Day 1 – warm welcome and excitement from staff for internal promotion
- Worked with Robert to transition credit cards and ADP
- Attended fundraising events including Brasfield & Gorrie luncheon, Country for a Cause, tournament, bridge tournament
- Took over finance, admin and development teams; observed team dynamics, held 1:1 with each staff member, understand standard operation procedures (if present)
- Reviewed org chart and implemented several quick and necessary changes
- Identified need for clear goals and objectives in 2024 (example: Donor Perfect fundraising tracking)
- Recognized slow reaction to program / fundings challenges in 2023
 - Paused activity in ALL counties (not just Orange) which created a disconnect between grants received and actual spending
 - Too much focus on Orange County grants lost focus on mission
 - Reactionary spending due to lack of planning (ex: Dr. Phillips sustainability report)
 - Rental property caused a lot of extra effort; high repair expenses, collected incorrect rent, paying owed Sales Tax on Commercial Rent
 - Silos between internal departments and BOD

2024 Priorities

- Org chart realignment
- Create expense (spending) guidelines: donor lunches, office expenses, eliminate unnecessary spending
- Clear metrics and measurements; start Jan 1 with logic models and metrics for each department
- Improve accounting
- Restart paused programming
- Create fundraising plan
- Coach, train and develop staff
- Keith Coker comment that Raquel needs to priorities goals; too many to reasonably achieve

Org Chart Review – new structure communicated to Staff on 12/12/23 better align teams with mission and vision

- Split Operations Director into two positions
 - Moved Carmen from Empower Program Manager to Sr. Program Manager
 - Created Impact Team – impact measurement, community engagement, and communication
 - Changed Executive Assistant to part-time role (Sarah filling role upon return from maternity leave)

ED needs from the board in 2024:

- Quarterly KPIs / ED Evaluation
- Accounting / SOP assistance
- Fundraising
- Increase involvement/engagement (ex: snack fridge)
- Bring back Board Portal

2024 Fundraising Events:

- Primary – Replace Country for a Cause
 - Full Sail – Fiesta for Foster Children
 - Summer BBQ
 - Breakfast in spring/fall
- Secondary – Golf, bridge, tennis (new?), spotlight parties at individual donor / board member house (4)
- 15 Year Celebration – Feb / Mar at Alford?
- Open Discussion
 - Golf tournament – Lara & Holly ONLY female golfers at tournament; 75% were Interlachen members, 25% CCO members (need to stay close next year but Interlachen course will be closed due to renovation)
 - Kay – consider golf clinic to increase female participation
 - Jennifer – consider tapping into Legs organization (Ladies Executive Golf Society)
 - Lara – to take lead with 15 yr. Celebration and strategy/idea session with Raquel and Development Team staff
 - Keith – consider pickleball instead of tennis

Embrace Update

- Private organization that works with DCF to oversee services in Orange & Osceola counties (FL is only state that is privatized)
- Contract ends 5/14/24; not yet determined who will replace them and how it will impact our youth
- Change makes it more compelling for FFC to be a constant for the foster youth
- Need to ensure clear separation with FFC and Embrace – campaign?
- Sejal – send communication / call to arms to donors if we need to bridge funding gaps due to contract change
- Need to reach out to leaders in other counties that may take over contracts
- Application deadline for new organization is 1/24 with goal of 30-60 day contract overlap and transition
- Michelle Chira mentioned that Tampa area just went through this transition and State has some learnings for a smooth transition

Committee Reports

Finance Committee (Jennifer)

- 2023 Financials – Approx. \$1MM loss in 2023
- Rental property changed use from safe space to commercial rental several years ago
 - Recommend to Board to sell for \$600-\$800K (est) since management of property is no longer related to our mission
 - Mark – second
 - All in favor
 - Motion passed
- 2024 Budget presented
 - Discussion re: fundraising / development ideas (need to broadcast to donors that we can service more youth if we have more funds; first project for impact team is to calculate size of tutoring and other opportunities)
 - Expense for state lobbyist (Oscar) included in budget
 - Motion to approve 2024 budget from Finance Committee
 - Second – Sejal
 - All in favor
 - Motion passed
- Reminder of \$1,000 minimum annual board member commitment (Helen to send out email reminders)

Planning Committee (Sejal)

- 2024 Board Slate
 - President: Kim Baxter
 - Vice President: Lara Lee
 - Secretary: Mark Tjernagel
 - Treasurer: Jennifer Spooner
 - Planning Committee Chair: Lara Lee
 - Finance Committee Chair: Jennifer Spooner

-Motion to approve from planning committee

- Second – Holly
- All in favor, none opposed
- Motion passed

-No new board members proposed

-2024 Board Outreach

- Advocate roundtable on 1/3 and 2/7
- Want to increase Board involvement and educate; goal of 3 attended events from each board member

Management Committee (Holly)

-Risk assessment in January

-2023 – reviewed insurance and created crisis management plan

-Board assessment to be completed today and shared in February

Board Member Acknowledgement

Holly Greer and Rachel Craine board terms have ended.

Meeting Adjourned: 10:30am