

**THE CEDARS OF MARIN
BOARD OF TRUSTEES MEETING
February 15, 2018**

The Board of Trustees of The Cedars of Marin held a meeting on February 15, 2018 at the Artist Within in San Anselmo.

Board Members Present

Scott Clifford (Chair), James Brentano (call-in), Greg Cohelan, Scott Erickson, Steve McDermott, Julie McInerney, Madeline Miller, Steven Minchen (call-in), Jim Peterson (call-in), Anna Rosen, Steve Shaw, Debbie Stutsman

Absent Jane Brown, Suzanne Joy

Staff Present

Chuck Greene, Cheryl White, Jeanne Lipson, Katherine (KC) Newberry, John Pope, Kaeb Menker

Opening Statements

President Scott Clifford called the meeting to order at 12:33 p.m. Anna Rosen suggested amendments to the Board Retreat minutes and Chair deemed minutes accepted.

Executive Director Report

Chuck Greene presented an overall update on the organization:

1. The organization continues to perform well despite some daunting and unpredictable challenges (eg. recent outbreak of the flu at TAC, QA at the Ross Campus). Frequent challenges seem to be the nature of our work; fortunately, Cedars manages these situations pretty seamlessly.
2. We continue to seek resources in support of our goals and aspiration for excellence.
3. We have revamped our Health Services department so that we can be more effective and proactive in the way we support our residents. Please welcome Kaeb Menker, our new director of the 'Health and Wellness Department'.

Steve Shaw commented that it does seem there is noticeable turnover. Cheryl responded that this is a natural implication of the business in which we operate. This is a common theme in the industry, with average DSP turnover in the 40-45% range while Cedars is closer to 35%.

Associate Executive Director Report

Cheryl White presented an update on key issues and opportunities for Cedars:

Currently we are faced with environmental and organizational challenges, particularly in the residential settings at this time.

1. Historically we do very well in audits (QAs) and we welcome the process. However, this year the regional center has conducted a far more stringent audit. As with most audits, this has been a very valuable experience, and we are diligently making corrections and improvements. There were a fair amount of corrections necessary, largely due to personnel issues in Health Services and the absence of two Main Campus managers on extended medical leaves as well as our ongoing challenges with staffing capacity. Rob and Stacy are spending significant time working on the corrections – we are very lucky to have their expertise and commitment to this. We look forward

to completion of this audit and the support of the regional center in addressing federal regulations in the process.

2. Eric Zigman, GGRC Executive Director will join the September board meeting for a more detailed discussion of Cedars programs, in context of the presentation he gave at the November retreat. Cheryl summarized the presentation – see attached.
3. Cheryl will arrange a meeting with key people at GGRC to discuss a range of program development issues aimed at improving income and outcomes. Some of these issues dovetail with and will inform the work of the facilities tasks force.

Scott Clifford stated that going forward we should look at opportunities that were highlighted in Eric Zigman’s presentation:

- Focus on the future of the system including the federal emphasis on person centered thinking, employment first and community life.
- Consider the growth of the developmentally disabled population – 10% in GGRC, 41% in the State.
- Explore how to provide input into the future of rate setting in the state.
- Examine other residential setting models including foster, family home agencies and supported living.

After the Anniversary, our priorities should shift to focus on evaluating and transitioning into potential new funding models.

Board Dashboard Goals

The purpose of the board dashboard is to provide updates on key metrics around utilization and delivery. This data will be reported in the same way at each board meeting and will provide a baseline, a sense of what is normal and an opportunity to target and discuss red flag issues.

Scott Erickson suggested and we will move forward with including an explicit ‘value’ in addition to a color assignment which would show trends over time.

KC provided context and clarity on the execution process for goals and initiatives previously identified by the board. The majority of initiatives are staff led, however it is important to note the correlations between the staff initiatives and board committees and acknowledge that ad hoc project participation and engagement will be necessary. Chuck and KC will provide updates on all of the initiatives at each board meeting as well as the board dashboard indicators.

Development Update

Jeanne Lipson presented a brief update on recent Development activities.

We are pleased with the results of the Winter Appeal, which built on the current “We are Cedars” campaign and brought in \$227,000. This was just over the total from last summer’s appeal, which included a \$60,000 match and more than twice last winter’s appeal. The recent campaign also included an email test to 80,000 Marin IJ households, which had an unusually high open rate of 17%.

CVNL has discontinued the Human Race after 35 years, so Cedars will be hosting a brand new spring fundraiser called “Shake, Rattle & Bowl.” The event will be held at Country Club Bowl in San Rafael on

Sunday, April 28, 10:00a.m – 12:30pm, with all Cedars residents and day-program participants invited to bowl.

Jeanne presented a timeline which highlighted the dates of planned anniversary events and activities for 2018 and 2019. The Century Gala is now targeted for spring 2019, rather than the fall, so it won't occur so close to our participation at San Anselmo's Country Fair Day in Sept, 2019. The Steering Committee is planning for a 300-350 person event, which will include musical entertainment, and is no longer pursuing the idea of large concert paired with the gala. Committee members are visiting possible venues and intend to present a venue and a date for the gala at the May board meeting.

Debbie Stutsman gave a brief update on Cedarsville at San Anselmo Country Fair Day, which is moving along well.

Scott Erickson is asking every board member to provide at least five contacts for sponsor prospects for the Fair and for overall Anniversary Partners by March 9.

Thank you to Greg, Debbie, Scott, and Jane for their contributions to anniversary efforts and participation on anniversary committees.

Disaster Preparedness

John Pope reviewed the status of our disaster preparedness plan:

Cedars has all the elements for its disaster plan; it is just a matter of full execution, which will be in place by the end of summer.

1. We need to practice 610D on a regular basis.
2. John will be doing a more thorough review on monthly fire and earthquake drills at the group home.
3. A lot of effort is going in to preparing the TAC given the propensity to fire danger. We are in collaboration with the fire department.
4. We need to improve our communication plan with families.

Facilities Committee

There are a lot of intertwined issues with our various facilities. The goal is for the Facilities Task Force to meet offline and present scenarios and recommendations about how to proceed at the May and September board meetings.

John Pope shared a summary as a response to Scott Clifford's request to show the status of each building by key demographics.. Scott E. asked that we add the lease expiration dates of key buildings.

Board Committee Reports

Executive Committee. Meets every other Thursday morning at 9AM as a way to provide Executive Director feedback and keep the board apprised of current challenges and opportunities.

Governance Committee. There currently are 13 trustees, 6 family members, and 7 non-family members. Anna distributed a board prospect questionnaire. Anna and another board representative or two will meet with Gail McAllister, who will then sit in at May's Board meeting.

Anna and Chuck are working with CVNL to revise Cedars ByLaws and expect to present a new set at the May Board meeting for consideration and adoption.

Report from Cedars Family Association (CFA): \$58,600 was distributed as holiday staff bonuses. Going forward we should acknowledge in messaging that the CFA is separate source of fundraising relative to the regular organizational appeals.

Adjournment

There being no further business, the meeting adjourned at 2:45 p.m. Pacific Time.

James Peterson, Secretary
The Cedars of Marin Board of Trustees