

**THE CEDARS OF MARIN  
BOARD OF DIRECTORS RETREAT  
November 13<sup>th</sup>, 2021**

**Time and Place:** The Board of Directors of The Cedars of Marin held its annual retreat on November 13, 2021 at the Textile Art Center, upon notice duly given.

**Members Present:** Participating in the Board retreat in person were Debbie Stutsman, Madeline Miller, Gail McCallister, Scott Erickson, Mary Gordon, Dan Leese, Betty LeFevre, Julie McInerney, Anna Rosen, Scott Price, Terry Ross, Rebecca Sullivan, John West and Amy Wolf. Participating on the phone was Stephen Shaw. The members present constituted a quorum.

**Members Absent:** None

**Others Present:** Also attending the meeting by invitation were: Scott Clifford, former board chair; Patricia Murillo, Chief Program Officer at CVNL; staff members Chuck Greene, Cheryl White, Jeanne Lipson, KC Coco, Rob Robinson, Dorreen Roth, Kaeb Menker, Stephanie Gravelle, Frank Kemmeter, Marie Monthier, Catherine Blackstone, Rachel Alvillar; and Client Advisory Council members Shermae Randall, Marianna Aballo, and Angela Perry.

**Opening Statements:**

- Board President Debbie Stutsman welcomed everyone and called the meeting to order at 10:05 a.m.
- The September meeting minutes were approved.

**Action Item:** Submit individual Action Plans, due today, if you have not already.

**Executive Director Report**

- Chuck Greene described how, especially over the last two years, the organization has become adept at turning challenges into opportunities.
- Chuck provided updates on several other key topics and a high-level summary of the agenda.

**Associate Executive Director Report**

- Cheryl White provided an update on vacancies and admissions.
- She discussed the status of vaccines and COVID at Cedars.
- Cheryl addressed the rate study and implementation.

**Client Advisory Council**

- Three council members gave a speech on what they enjoy at Cedars and what they would like to see change. Input was captured and will be shared with program managers.

**Cross-Functional Staff Panel**

- Five staff members from various functional areas within the organization shared their perspective on Cedars and their job. Every individual had uniquely poignant messages, but the resounding theme was a profound passion for the work and people at Cedars. Staff members included Frank Kemmeter, Walter house manager, Kaeb Menker, Health and Wellness Director, Rachel Alvillar, Lead Supervisor, Marie Monthier, Direct Service Provider, and Cathie Blackstone, Art Instructor.

#### **Diversity Equity Inclusion (DEI), Patricia Murillo**

- The board participated in an exercise led by Patricia Murillo of CVNL. The exercise was meant to introduce DEI to the board and to initiate the effort of incorporating DEI in Cedars values.
- Chuck indicated that we will be working with staff on an ongoing basis on DEI and updates will be provided to the board accordingly.

#### **Residential Housing Options**

- Scott Clifford solicited initial board feedback on decreasing the number of group homes that we own today. The board was open to considering housing scenarios.

**Action Item:** Gather a taskforce to look at housing and the best use of capital. Volunteers for taskforce include Terry Ross, Scott Price, Steve Shaw (to be confirmed), John West, Madeline Miller, Scott Clifford.

#### **Miller Creek Sale Considerations**

- Chuck presented an analysis and key factors in the proposal to sell Group Home Miller Creek.

**Motion Approved:** John West moved to sell the Miller Creek house, Madeline Miller seconded, all approved.

#### **Board Dashboard Goals**

- Chuck introduced the dashboard tool and new metrics for 2022.

**Action Item:** It was requested that any comments or feedback on the current metrics be sent to Chuck.

#### **Adjournment**

- There being no further business, the meeting adjourned at 4:03 p.m. Pacific Time.

Gail McCallister, Secretary  
The Cedars of Marin Board of Directors