

**THE CEDARS OF MARIN
BOARD OF TRUSTEES RETREAT
November 11th, 2017**

The Board of Trustees of The Cedars of Marin held its annual all day retreat on November 11th, 2017 at the Textile Arts Collaborative.

Board Members Present

Madeline Miller (Chair), Jim Peterson, Scott Clifford, Scott Erickson, James Brentano, Steve Shaw, Debbie Stutsman, Anna Rosen, Terry Ross (emeriti), Suzanne Joy, Jane Brown, Greg Cohelan, Julie McInerney

Staff Present

Chuck Greene, Jeanne Lipson, Katherine (KC) Newberry, Beatriz Rincon, Cheryl White

Guest Present

Eric Zigman, GGRC Executive Director

Opening Statements

President Madeline Miller called the meeting to order at 10:05AM. She then presented to the minutes of the September 22, 2017 board meeting for approval, whereupon a motion for approval was made, seconded and unanimously adopted as presented.

Madeline introduced the goal of a board portal and KC demonstrated the pilot design available on the website. The link is <https://www.cedarslife.org/ourboard> and password is *Cedars2019*.

Executive Director Update

Our accomplishments (eg. ArtWorks, the Circle of Giving Dinner, etc.) are the result of many factors especially our staff and their keen ability to collaborate and make good things happen! Staff are here because of the mission, not the compensation. While we have come to the conclusion that we can't replicate our model in other states, we can continue to optimize our existing model here in Marin.

Associate Executive Director Update

Cheryl shared Cedars quantitative and qualitative data:

- There are 180 day program participants in 4 program and 102 residents total. The average age for our residents/participants is between 50 and 59. Half of the people with Down Syndrome are showing signs of dementia. With 14 Group Homes full, there are 20 people on the waiting list.
- As part of our branding exercise we learned that people most commonly associate caring, friendship, connection and family with Cedars. We have learned from interested families that our organization's reputation is terrific!

The way we approach problems is really exceptional, maybe because the stakes are so high. Staff, volunteers and donors are always willing to do a little bit more to make us better.

GGRC Update

Eric Zigman presented on the current political/legislative environment, providing insights regarding future legislation and CMS mandates and the potential impact on our population.

Eric shared that GGRC is focusing on the following Initiatives:

- Housing and Home Support
- Investing in Staff
- Community Education (eg. working with First Responders)
- Organizational Agility

Eric was emphatic in his statement that we must move towards raising the stature and social capital of those we serve and support—social currency matters. We need more visibility and connection.

The Regional Center will need support from Board with advocacy. Eric's contact information is:

415-832-5516

Ezigman@ggrc.org

Financial Update

The finance team is not proposing a final 2017-18 operating budget at this time, but has the Board Executive Committee to approve a final budget once some of the remaining questions are answered. The audit is proceeding as scheduled and will be completed in December.

Cedars Family Association (CFA) Matching Grant: Last year the CFA donated approximately \$61,000 to year-end staff bonuses with the help of a board match of \$25,000. Given the expected income of approximately \$250,000 from Stu Leeb's estate before year end (with the remaining \$750,000 likely to be received in 2018), the staff proposed that the Cedars Board approve a one time gift to match CFA funds up to \$25,000. Anna Price moved and Madeline Miller seconded to approve the request, which was unanimously approved by the Board.

Facilities Task Force Report Out

The Art Barn retrofit is in the planning and permitting stage. The project is expected to be rolled out and completed by winter's end.

There are several options under consideration for opening a dementia home including but not limited to a supported living model. There is a lot we still need to understand about the various regulations however. Upon initial assessment, it seems selling 60 Circle would make the most sense as rebuilding on that property would require all costs to come from reserves rather than the sale of the property.

The Facilities Task Force is moving forward with conceptualizing proposals. It will be important to look at our strategy and operational model in making final decisions.

There is an option to fund both a dementia home and senior program services as a package to one or more donors; though the likely scenario would be to consider the Dementia home and Senior program as separate projects, packaged for specific donors.

Development Report Out

Jeanne provided a brief update on current Development activities, including the upcoming year end appeal which will feature the "We are Cedars" campaign.

Anniversary planning is in full swing:

- Legacy Circle: Prospect calling lists are being developed and Legacy materials are being updated. We will begin making Legacy calls in Q1.
- The Anniversary Steering Committee (chaired by Greg Sherwood) and the Fair Committee (chaired by Debbie Stutsman) are meeting regularly. The Sponsorship Committee (chaired by Scott Erickson) is forming and beginning its work. Dorreen Roth chairs the Anniversary Ball Committee and initial planning has begun for this event for Cedars residents and participants. The Century Gala Committee, chaired by Kelly Minchen, is still forming. Jane Brown indicated she would be happy to join this committee. KC Newberry is leading the History initiative.
- Cedars will partner with the Town of San Anselmo's Country Fair Day (Sept 30, 2018) for the Cedars Fair. We will have a big presence in Imagination Park, and are exploring bringing in several "wow" elements, such as a giant slide and/or a Ferris wheel to add pizzazz to the event and value to our partnership with the town.
- Through the StoryCorps initiative, we will record stories from key staff, family members and resident to capture Cedars history. The content from these stories can be used in a number of ways.
- We are targeting fall 2019 for Cedars Century Gala. The Steering Committee is reviewing the option to pair the gala with a benefit concert. Feedback from the Board was to separate these concepts, and focus on a more intimate gala perhaps with a headliner as entertainment at the gala.
- We will begin seeking sponsorships in Q1, both larger "Century Sponsors" and Event Sponsors for the Fair. Next steps are to develop the sponsorship package and prospect lists. Scott will be reaching out to board members to help with this effort.

Organizational Initiatives Report Out and Discussion

Our three organizational focus areas are financial sustainability, program excellence and operational excellence and we are on track on all initiatives and priorities discussed at the last board retreat.

Going forward, the board would like to pursue these additional initiatives:

- **Financial Modeling:** Analyze impact of programs and facility licensure on financial sustainability.
- **Board Role, Organization and Descriptions:** Create profiles and articulate membership implications
- **Dementia Program:** Consider specific day program and residential models for participants exhibiting dementia.
- **Disaster Preparedness:** Place the completion of disaster preparedness on the fast track giving the board updates as appropriate.

Committees

The Finance, Audit, Development and Governance committee are still very active and have ongoing responsibilities. However, the other more project-based committees have become less necessary as we continue to make headway on all of our priorities and initiatives. Therefore, going forward, project-based committees have been dissolved and individuals can provide support given requests on an ad-hoc basis.

Governance:

All Board members must sign Code of Ethics and Conflict of Interest statement and return to Anna Rosen.

Congratulations to the new board slate of officers voted in: Scott Clifford (President), Madeline Miller (Vice President), Scott Erickson (Treasurer) and Jim Peterson (Secretary).

Chuck led a formal thank you to Madeline for her service as Board Chair and presented her with two Cedars-related gifts.

Anna made a request for new board member outreach ideas as we need to fill vacancies in the near future. A very strong list of prospective board members is being developed.

Adjournment

There being no further business, the meeting was adjourned at 4:15 PM Pacific Time.

The next board meeting is schedule for February 15, 2018 at 12PM.

James Peterson, Secretary

The Cedars of Marin Board of Trustees