

**THE CEDARS OF MARIN  
BOARD OF TRUSTEES MEETING  
May 17<sup>th</sup>, 2018**

**Time and Place:** The Board of Trustees of The Cedars of Marin held a meeting on May 17, 2018 at ArtWorks Downtown, upon notice duly given.

**Participants:** Participating in the Board meeting in person were Scott Clifford, Jane Brown, Scott Erickson, Madeline Miller, Steven Minchen, James Peterson, Anna Rosen, Greg Sherwood, Debra Stutsman and by teleconference were James Brentano, Steve Shaw.

Directors not attending the meeting were Steve McDermott and Julie McKinerny.

Also attending the meeting by invitation were: Terry Ross (emeriti) and Gail Mc Callister as board observers and Chuck Greene, Jeanne Lipson, Katherine Newberry, Sue Sherer, Cheryl White as additional representatives of the organization.

**Opening Statements:**

President Scott Clifford called the meeting to order at 12:37 p.m.

Upon motion duly made and seconded the directors unanimously approved the board minutes from the February 15<sup>th</sup>, 2018 meeting.

Scott welcomed Gail McCallister, a prospective board member to the meeting, and introductions were made. Gail McCallister is a native of Marin County where she returned to raise her four children with her husband Tom. Before becoming a full time mom, Gail received a BA from Dartmouth College, an MA from Columbia University, an MBA from Northwestern University and worked primarily in corporate philanthropy and the non-profit sector.

Scott shared his positive impressions of the group homes during his recent tour and expressed his enthusiasm in working with the facilities team moving forward. He reminded the board of their goal to get involved in giving tours.

**Action Item:** Scott asked that board members reach out to Jeanne or him if they are interested in giving tours.

**Executive Director Report**

Chuck Greene presented to the board an overview of the state of the organization.

Despite insufficient reimbursement rates and the other complex and constant external and internal challenges we face, the organization is still thriving. Chuck explained that by applying author Jim Collins' hedgehog and flywheel concepts and finding the right staff (optimistic, talented, problem solvers, with distinct qualities and a high tolerance for ambiguity and stress) the organization has continued to meet and usually exceed goals.

Board tenure is also impressive and Chuck hopes that each board member continues to find his/her personal opportunities and niche.

In providing grant updates, Chuck shared that Cedars has secured \$70,000 for the HealthyLiving program. Next week Cedars is submitting an additional request for \$10,000 to the Global Down Syndrome Foundation.

Thanks to Cheryl White, Associate Executive Director, we also received a grant from the state to ensure we will be compliant with HCBS. Cheryl's grant writing resulted in twice the funds and twice the time requested. This is great for us and our positioning, allowing us to continue to improve services at Cedars and be a leader in the field.

Chuck also announced Cedars submission of a grant to the BioMarin HEAD program for funds to create an online store. We also hope to partner with local companies for staging the art.

Facilities Manager John Pope has been working diligently on Emergency preparedness and will provide an update at the September board meeting.

### **Associate Executive Director Report**

Cheryl White presented to the board an update on key issues and opportunities for Cedars.

She shared GGRCs positive response to Cedars proposed initiatives. GGRC supports the organization and wants to ensure we are receiving the best, most appropriate rate, which is especially important for Cedars Fine Art Studios.

Cheryl also explained that competitive funds for a Dementia home may become available. The idea behind this is geared toward keeping our existing clients longer.

Cheryl reported that the QA process continues and is creating significant staffing issues. The expected month of completion is June.

Cheryl announced we will be moving forward with a 'rate study' contracted through Burns & Associates. Sue Sherer, CFO, HR Director, Dorreen Roth and Cheryl will be working on the study. Once the state has data then advocacy can really begin.

**Action Item:** Eric Zigman is coming to September meeting and we should consider topics for his presentation and discussion.

### **Development Update**

Jeanne Lipson presented a brief update on recent Development activities.

The first annual Shake, Rattle & Bowl Fundraiser was a success and a lot of fun for all. About 150 people attended the event, with over 120 bowlers. We raised \$38,000 from almost 300 donors – exceeding our \$30,000 goal. We secured 20 sponsorships, with \$13.7k in commitments. We didn't reach out to all

potential sponsors for this event, since we are also reaching out for Cedarsville and other anniversary events.

The summer appeal will drop the first week of June, and will feature Teresa Pardella, a resident at Brown Drive. We are again working with the Marin IJ to send an email to 80,000 Marin households to continue to build awareness.

Anniversary Update. Our primary anniversary goals are 1) to build awareness about who we are and expand our base of support; and 2) to support Cedars financial sustainability.

The upcoming events include:

- Cedarsville at San Anselmo Country Fair Day Sept 30, 2018
- Century Gala, March 30, 2019
- Anniversary Ball for residents and program participants, June 2019

Legacy gifts are key to Cedars long-term financial sustainability. Legacy campaign will begin this summer. We are rescheduling the June Peninsula cultivation event because we didn't have enough names for the guest list. We are targeting fall for a Marin intimate gathering.

Debbie Stutsman gave a brief update on Cedarsville at San Anselmo Country Fair Day. She reported all is moving along well and shared the new Cedarsville logo with the Board.

Jane Brown gave a brief update on the gala, announcing that she and Greg Sherwood are Gala Co-Chairs. The committee has selected a venue and date: March 30, 2019 at the Osher Marin Jewish Community Center in San Rafael. The theme of the event is "Our Love is Here to Stay".

Scott Erickson reported on Corporate Partnerships. Our goal for this fiscal year is \$255k in Partnerships. We currently have \$224k in commitments. In addition, the Marin IJ has agreed to be our Media Partner.

Anniversary success will depend on board participation. How board members can help:

- Identify prospects for Corporate Partnerships
- Host or invite guests to Intimate Gatherings
- Gala – Sourcing items for the live auction, inviting friends, filling a table.

**Action Item:** Board members should reach out to Jeanne if they are willing to host home gatherings.

**Program and Facilities Decisions:**

Chuck, Cheryl and Scott described the status of the pending program and facilities decisions.

There is a need to identify additional sources for TAC expansion beyond the kitchen.

Chuck proposed to allocate \$100,000 of Stu Leeb's bequests to incentivize prospective donors. This funding is in combination with the other \$250,000 that has already been raised through Helpers.

MOTION by Madeline Miller:

Move to allocate \$100,000 to TAC Expansion.  
Seconded and passed without dissent.

### **Finance Update**

Scott Clifford welcomed Sue Sherer, CFO, back to Cedars. Sue then provided a synopsis of the current financial landscape at Cedars (see details in financial documentation)

We have made 30K in adjustments to the budget based on several factors such as an error in payroll salary resulted in a favorable allocation of funds.

MOTION by Madeline Miller:

Move to approve revised budget.  
Seconded and passed without dissent.

Chuck confirmed our legal matter has finally been settled.

### **Board Dashboard Goals**

Chuck reviewed the board dashboard highlighting the 'red' areas: board members have not met goal in giving tours and we have had challenges with residential staff vacancies, particularly at the main campus and in health services.

Chuck reiterated that 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.

### **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. Anna Rosen and Chuck have worked with the Center for Volunteer and Non-profit Leadership (CVNL) to revise the Cedars ByLaws and presented a new set at the May Board meeting. Consideration and adoption is to take place offline given the extensive detail involved.

Your title will change from Board Trustee to Board Director effective our September meeting.

**Action Item:** Review a clean version of the ByLaws and get back to Anna and Chuck with comments. Be prepared to come to the September board meeting to reach agreement.

Report from Cedars Family Association (CFA): At the meeting last Saturday, the Special Olympics director presented on the status of Marin's Special Olympics. Participation in the Family directory/association is over 100 and the board continues to focus on communication and engagement.

### **Generative Discussion**

Staff Retention is one of our greatest organizational challenges. We do everything we can with wages, however we need other creative solutions. In addition to talking to a consultant, Chuck requested input from the board. The board provided a lot of great suggestions including:

- Continue strengthening the organizational culture
- Talking to companies like TechSoup about access to purchasing refurbished laptops, etc
- Sharing information about perks that exist with staff right now

**Action Item:** Board members should provide additional ideas to Chuck via email.

**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