

**THE CEDARS OF MARIN
BOARD OF DIRECTORS RETREAT
November 16th, 2019**

Time and Place: The Board of Directors of The Cedars of Marin held its annual retreat on November 16, 2019 at the Textile Art Center, upon notice duly given.

Members Present: Participating in the Board meeting in person were Scott Clifford, Rebecca Sullivan, Scott Erickson, Gail McCallister, Madeline Miller, Anna Rosen, Scott Price, Deb Stutsman, Mary Gordon, Julie McInerney, Terry Ross, Jane Brown, Dan Leese, Betty LeFevre, Steve Shaw, and Alexis Lynch. The members present constituted a quorum.

Members Absent: None

Others Present: Also attending the meeting by invitation were: John West, prospective future director; Johnathan Kauffman, consultant from ThirdPlateau; and staff members Chuck Greene, John Pope, Rob Robinson, Dorreen Roth, Kaeb Menker, Stacy Anderson, KC Coco, Sue Sherer, Frank Kemmeter, Cheryl White, Yasmin Boroumand, Mary Sullivan, Katie Ladouceur.

Opening Statements:

- Scott Clifford called the meeting to order at 9:55 a.m.
- The September meeting minutes were approved pending a correction of the record in members present.
- Scott reviewed the agenda, noting particularly it's strategic focus.
- On behalf of the entire board, Scott thanked ongoing director, Jim Peterson, for his time, talent and commitment, particularly during his nine-year board tenure.

Executive Director Report

- Chuck reviewed various aspects of Cedars' current operations.
- Chuck shared his observation that how our staff stepped up during the recent power outage is a perfect demonstration of how we are a "can-do" organization.

Organizational Culture, Jonathan Coffman

- The board participated in an exercise led by Jonathan Kauffman of Third Plateau, a social impact strategy consulting firm. The exercise was meant to introduce "culture planning" to the board and to initiate the effort of culture planning within Cedars.
- Chuck indicated that this process of culture planning would be rolled out across Cedars. He, with support from Third Plateau, will lead similar exercises with constituents throughout the organization and present the results along with an implementation plan to board at February meeting.

Strategic Planning

- Leaders of the work streams underlying each of the seven strategic planning goals briefed the board on status and solicited feedback on any key questions.
- **Action Item:** Please reach out to KC with any ideas and/or contributions you may have based on the discussions.

Group Home 60 Circle Plan

- Chuck presented the re-alignment he has begun of the 60 Circle property.
- The board broadly supported Chuck's plan.

Budget Update

- Sue Sherer and Scott Erickson presented the preliminary results for fiscal year ending 9/30/19.
- Board was advised that forecast all-in costs of construction at TAC are in the \$600K to \$650K range. The board approved by consensus delegating to the finance committee final approval of budgets and spending associated with this construction.

Board Dashboard Goals

- Chuck introduced the dashboard tool and new metrics for 2020.
- It was requested that any comments or feedback on the current metrics be sent to Scott or Chuck.

New Business

- Anna Rosen moved to approve \$65,000 for end of year staff bonuses to complement the restricted gift anticipated from the Cedars Family Association for a similar purpose. The motion was seconded by Steve Shaw and discussion ensued.
- Terry Ross moved to amend the motion to an allocation of \$100,000. Anna seconded the motion and discussion ensued. The motion to amend was put to a voice vote, the result of which was indefinite; the motion to amend was then put to a voice roll call vote that failed by 7 to 8 with one abstention.
- The original motion (to approve \$65,000) was re-read and put to a vote. The motion was unanimously approved through a voice vote.

Executive Session

- The nomination of John West as a Director was approved.
- Time was afforded for board members to raise questions or present issues for discussion.

Adjournment

- There being no further business, the meeting adjourned at 3:55 p.m. Pacific Time.

Debbie Stutsman, Secretary
The Cedars of Marin Board of Directors