

**THE CEDARS OF MARIN  
BOARD OF TRUSTEES RETREAT  
November 12<sup>th</sup>, 2016**

The Board of Trustees of The Cedars of Marin held its annual all day retreat on November 12<sup>th</sup>, 2016 at the Textile Art Collaborative.

**Board Members Present**

Madeline Miller (Chair), Jim Peterson, Scott Clifford, Mary Gordon, Steve McDermott, Scott Erickson, Steve Minchen, Scott Price, Anna Rosen, Terry Ross, Edith Tobin, Greg Cohelan, Suzanne Joy

**Staff Present**

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

**Guest Present**

Elliot Levin, Collette Sell, Sheraden Nicholau

**Opening Statements**

President Madeline Miller called the meeting to order at 9:45AM. Madeline announced the Peterson Family donation of \$5 million to create Cedars endowment. September minutes were reviewed and approved.

**Planning for Cedars Long-Term Financial Sustainability**

Elliot Levin has been providing consultation to Cedars going back ten years, including capital planning for main campus. The 100-year anniversary is the staging ground and represents a huge opportunity to accomplish our three primary goals. In order to facilitate a clear discussion, Elliot provided the following primer:

- Endowments: traditional endowment (\$2.2M), quasi-endowment (2.3M), restricted endowment
- Planned Gifts: legacy gifts (approximately 45 known @ \$200,000 average each)
- Current Pipeline: \$1.4 from a descendant's trust, to be received 12/2016, with a verbal commitment of \$5M over 5 years.

Our fundamental challenges to ensuring long-term financial sustainability include expanding our base while maintaining our existing base. Current generations are donating much less, on average, than previous generations (pre Lanterman – 50/60s) due largely to the reality and perceptions around “entitlement” resources. Meanwhile our base—more and more—primarily includes post Lanterman generations. The average gift for a major donor is \$12,000, while the average gift to Cedars is \$450.

Proposed Endowment Goals: \$25M in endowed assets yielding a 5% drawdown (Current balance is \$10.3M). We plan to achieve our endowment goals through an increase in Lifetime gifts, some inspired by the 100-Year Anniversary, and New Legacy gifts received by Cedars over time.

Our case for building the endowment is to achieve our 15 year vision: General Operating & Program Support, Health Services, Aging, Professional Development & Retention, Day Program Enhancement, Community Integration, other capital/ operations.

Question for consideration: How do we want to sit with our donors and help them plan what they want to give? Our job is to be clear about our “ask” to donors and what we need.

**Next Step:**

- Address the key question around the utilization of the Traditional vs. Quasi-Endowment. Scott and Financial committee to present on this at the next board meeting
- Agree on an Endowment Goal; hopefully at the February Board meeting

**100-Year Anniversary**

Greg Sherwood explained further why the anniversary is an extraordinary opportunity for Cedars and how we are planning well in advance to take advantage of this once-in-a-lifetime opportunity. As such, Collette Sell is here to help us with some overall planning and event strategy in particular.

**100-Year Anniversary Event strategy.** To date a small steering committee has been working with Collette on event strategy. See attachments.

Documents including the viability assessment matrix, will be our guide going forward. It is important that our proposals stay true to the mission of our organization and our story. It is also important that we consider the tools/structure that we use to get input and be inclusive. The feasibility of any plans should take Board bandwidth into consideration and also look for others in the community to participate on committees. As a reference, the industry standard is a net of 50% return from an event. We need to consider what is feasible and what we are willing to commit to.

**Next steps:**

- Suzanne Joy should be brought to the 100-Year committee
- Request for event ideas should go out at the beginning of the year
- We need more members of the various sub-committees

Contact Collette if you have feedback 415-265-1175, or Jeanne Lipson.

**State of DDS**

Sheraden Nicholau presented on the current political/legislative environment, providing insights regarding future legislation and CMS mandates, and introduced information around self-determination and HCBS. See PPT document attached.

**Next Step:**

- Invite Sheridan back to an upcoming board meeting as it is critical that the Board be well-versed in this content.

**Board Goals and Roles**

Madeline facilitated a discussion/ exercise in order to identify ways the Cedars Board can excel by adopting best practices, having needed qualities represented on the Board better accountability and structure. Suggestions discussed:

**Board Objectives.**

- Fundraising
- Building awareness
- Decreasing the annual operating deficit

**Board Priorities.**

- Optimize services profile and execution
- Reduce annual operating deficit
- Create long term financial stability
- Advocacy
- Excellence

**Board Principles.**

- Going forward staff will bring clear initiative-related topics to Board meetings for discussion.
- The Board will track initiatives and decisions to ensure continued Board clarity, alignment, and meeting efficiency.

**Financial Report Out and Board Resolutions**

Over the last 5 or so years, we have generated net positive **operating** income for all but one of the fiscal years (exclusive or bequests). Moving forward we should continue to strive for balanced operating budgets. Just a reminder that we have an IT assessment going on currently and have put our IT service provider needs out to bid. We expect to have a decision on how to proceed by mid-January 2017. It is not clear at this point if the IT budget in the operating account will meet or exceed the amount for which we contract. Additionally, we all recognize the need to do a significant capital IT upgrade. The budget for this, too, will be determined and presented to the Board—likely at the May meeting.

**Signature Authority:** The Board voted and unanimously approved that Beatriz Rincon replace former CFO Sue Sherer with signature authority on all financial documentation.

**Branding:** Cedars development office has requested an additional \$10,000 to supplement the approved budget to role out our branding. Should we initiate new signage around Cedars, an additional supplement may be requested.

Madeline moved to approve the \$10,000 supplement to the operating budget for development. Scott Seconded.  
Unanimously approved by the board.

**CFA Matching Grant:** Historically, the CFA has donated an average of \$20,000-\$26,000 to the Staff Fund. For year-end staff bonuses. Given the significant surplus generated by the Alpers Trust income, the staff requested that the Cedars Board approve a matching gift to match CFA funds up to \$25,000. Scott Clifford moved and Anna Price seconded to approve the request, which was unanimously approved by the Board.

**Governance:**

All Board members must sign a Code of Ethics and Conflict of Interest statement and return them to Anna or KC. Additionally, all members should complete their individual board action plans by 12/15 and return them to Madeline.

**Next steps:**

Scott Erickson was added to the finance committee.

**Adjournment**

There being no further business, the meeting was adjourned at 3:40PM Pacific Time.

The next board meeting is scheduled for February 16, 2017 at 12PM

James Peterson, Secretary  
The Cedars of Marin Board of Trustees

Self Determination – project helping people implement SD plans, more flexibility. Eg Uber instead of R&D. Going on in other places for a long time.  
Potentially creates a different referral process, etc.  
Theme is more control over your own life.

Local policies – GGRC Employment First predates law. Very active. We had to do a survey – we actually do a lot. We have niche type of programs. Annual plan – have to tell them how we are moving closer. This year we did training on benefits

Is it appropriate for a family member to pursue job opportunities? (eg Safeway)

We don't currently offer supported employment programs.

Don't have formal supported employment program currently.

Could we partner with an organization to do more of it?

What would happen now, is that social worker will talk to PBS to see if it is an option.

GGRCs Performance Plan.

1. Increase number of individual in living in small integrated settings
2. Decrease individuals living in large facilities – address where people are in inappropriate settings

Field of DD is far ahead of the game then with Senior with Dementia

Music festival