

**THE CEDARS OF MARIN
BOARD OF DIRECTORS MEETING
September 14, 2020**

Time and Place: The Board of Directors of The Cedars of Marin met virtually via Zoom on September 14, 2020, upon notice duly given.

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

Members Absent: Scott Price.

Others Present: Also attending the meeting by invitation were: Chuck Greene, Cheryl White, John Pope, Jeanne Lipson, Sue Sherer, and KC Coco.

Opening Statements:

- Scott Clifford called the meeting to order at 12:02pm.
- Scott asked that board members submit their action plans if they have not already.
- Scott reflected on how the staff has demonstrated the strength of our culture over the last several months and asked that we think about ways in which the board can further integrate and collaborate on culture.
- Scott moved to approve the minutes from the May 22, 2020 meeting, deemed accepted by those present.

Executive Director Report

- Chuck Greene highlighted the silver-linings of COVID-19.
- Chuck shared a moving speech about self-advocacy from Cedars participant Julie C. from the Best Buddies ambassador training.

Associate Executive Director Report

- Cheryl White acknowledged that the past eight months has been a heavy lift for our staff.
- Cheryl described the historic changes to our state funding.
- We will be submitting day program restart service plans but our timing will be conservative and cautious.
- We are currently looking at a visitation policy and other opportunities for participant engagement outside of virtual classes, etc.

Development Update

- Development Director, Jeanne Lipson, shared that despite the many challenges COVID-19 has presented, we are looking at a very successful fundraising year.
- We did really well in all Individual Giving categories.
- We met our Business Partner goal and are well positioned going forward.
- Our Event Income goal broke all records.
- The growth in our donor base continues in a positive direction.

Finance

- CFO, Sue Sherer, shared key data points and contingencies for the 2020-2021 budgets, see budget assumptions for detail.
- Chuck summarized that even in the very worst-case scenario, we still should have a surplus.

Budget Approvals:

- John West moved to approve the Annual Operating Budget, Scott Erickson seconded, **all approved** the budget by way of raised hands.
- Madeline Miller moved to approve the Annual Capital Budget, Dan Leese seconded, **all approved** the budget by way of raised hands.

Strategic Planning Questions for Considerations

Staff leads shared a question for board consideration for each strategic goal to be discussed at a later date:

- Sense of Belonging: How do we re-invent our connections in a virtual setting and our plans to expand in the broader community?
- Person Centered Planning: How do we sustain the work over the long term?
- Safety and Risk Management: How can we replicate and improve upon how we responded to the pandemic in future disasters?
- Financial Sustainability: How is the 'new world' going to drive our finances and investments going forward?
- Advocacy: How can we engage the CFA in advocacy efforts and help individuals be their own advocates?
- Organizational Excellence: How can we apply and institutionalize some of the best practices that have surfaced over the last several months to further excel the organization?
- Program Expansion: What we have learned during this period and how we can apply it specifically in relation to the HCBS work.

Culture

- Chuck expressed that a great deal of our success over the last several months is due to the clarity of and adherence to our values.
- We have made significant progress on our rollout plan, and when we have more bandwidth we will be furthering an implementation campaign around our values.

Dashboard

- Scott Clifford pointed out the dashboard looks good – mostly green and a few yellows.
- Chuck pointed out that we will need to generate a new set of goals dictated by the board for the upcoming year.

Retreat Planning

- Scott Clifford suggested doing a deep dive on endowment and investments.
- Anna Rosen needs time for an election of next year's officers at the beginning of the meeting.
- Terry Ross is interested in a report from John Pope about responses to high winds, fire, power outages, and flooding.

Staff logged off.

Executive Session

- Board approved an allocation of \$60,000 from the 2020 operating budget to staff bonuses to accompany bonuses from the CFA.

Adjournment

- There being no further business, the meeting adjourned at 2:02 p.m. Pacific Time.

Debbie Stutsman, Secretary
The Cedars of Marin Board of Directors