

**THE CEDARS OF MARIN  
BOARD OF DIRECTORS MEETING  
February 16<sup>th</sup>, 2023**

**Time and Place:** The Board of Directors of The Cedars of Marin met for a delicious lunch and held the February 16th meeting at Insalatas restaurant in San Anselmo.

**Members Present:** Debbie Stutsman, Madeline Miller, Gail McCallister, Scott Clifford, Rob Epstein, Scott Erickson, Maha Hamdan, Betty LeFevre, Tom McInerney, Scott Price, Anna Rosen, Terry Ross, Steve Shaw and John West participated, constituting a quorum.

**Members Absent:** Mary Gordon, Rebecca Sullivan, Amy Wolff

**Others Present:** Chuck Greene, Cheryl White, Katie Ladouceur, Sue Sherer, Stephanie Gravelle, Marianna Abballo

**Opening Statements:**

- Board President Debbie Stutsman welcomed everyone to lunch and called the meeting to order at 12:11 p.m.
- The November meeting minutes were deemed approved.
- KC shared a tribute video from the clients.

**Executive Directors' Reports**

Chuck Greene

- Chuck opened the meeting with a positive statement about the trajectory of Cedars.
- He addressed challenges as indicated on the dashboard and in respect to COVID requirements.
- Chuck then described the impact innovation, planning and implementation has had on our success.
- Chuck expressed that our goal is to have each staff person and each board member find interesting and significant ways to help Cedars move forward.

Cheryl White

- Cheryl spoke about our 'Sense of Belonging' value; deepening of our connections and what it means to be a part of Cedars for clients, staff, board members and families.
- The impact of vacancies are reflected in the financials and dashboard, but also in our human experience. We know transitions are difficult and grief is inevitable and we support each other in the process.

**Client Advisory Council Report**

- Marianna Abballo offered a warm welcome to Zoe Epstein, our newest CAC member.
- She then commented on the positive work the CAC has been engaged in with Best Buddies.
- Finally, Mariana discussed the current focus for the CAC – their goal to address “bullying” at Cedars.

### **Financial Report**

- Sue Sherer shared the board approved budget and YE projections and explained the positive variance.
- She addressed variances in the detailed cash flow statement and then reviewed the investment graphs and data.
- We applied and were approved for Employee Retention Credits, 80% of a \$1,400,000 reimbursement.
- Finally, Sue shared a recap of the magnitude of wage increases and the context.
- Scott Erickson provided information about developments around Cedars investment in Solar.

### **Development Director Report**

- Katie Ladouceur reviewed the Winter Campaign Summary.
- Katie encouraged board members to assist in the Thank You Calling campaign.
- We are beginning to work Business Partner Outreach. Katie shared the packet that will be distributed to businesses and asked the board for company recommendations.
- Legacy Circle outreach will begin in the spring. Membership continues to increase and our goal is 95 members by the end of the Fiscal Year.
- Katie described how we have been involved in Community outreach (e.g. Marin Community Foundation exhibition, Age-Friendly events)
- Finally, Katie provided a sneak peek of the new website.

### **Action Items:**

If you are interested in any of the following, please **reach out to Katie**:

- participating on the Development Committee
- making Thank You calls to donors
- reaching out to Business Partners
- reaching out regarding the Legacy Circle

### **Strategic Plan and Dashboard Documents Review**

- Chuck summarized the Strategic Plan overview document and confirmed that the statements were clear and key points were addressed.
- Chuck reviewed the 3rd Quarter dashboard results highlighting the reds and yellows, rationale for their status and next steps to improve them.

### **Short Term Operational Goals – Going from Good to Great!**

- Due to the importance and time sensitive nature several of the Strategic subgoals have been elevated from the Strategic Plan including HCBS, Internal Communication, and Training.
- Residential and Financial department structure and efficiencies are also addressed in the STOG.
- This is staff driven and just an FYI for the board, however we will share their status and progress.

### **Adjournment**

- The next Board meeting is May 18, 2023.
- There being no further business, the meeting adjourned at 2:31 p.m. Pacific Time and the board moved into Executive Session.

Gail McCallister, Secretary  
The Cedars of Marin Board of Directors