

**THE CEDARS OF MARIN  
BOARD OF DIRECTORS MEETING  
September 15, 2022**

**Time and Place:** The Board of Directors of The Cedars of Marin held the September 15, 2022 meeting in hybrid form, meeting in-person at John Peterson Hall and via Zoom

**Members Present:** Debbie Stutsman, Scott Erickson, Mary Gordon, Betty LeFevre, Madeline Miller, Gail McCallister, Betty LeFevre, Julie McInerney (Zoom), Terry Ross, Anna Rosen, Rebecca Sullivan, and John West, constituting a quorum.

**Members Absent:** Scott Price, Steve Shaw, Amy Wolf

**Guests:** Tom McInerney (Zoom), Rob Epstein, Maha Hamdan, Scott Clifford

**Staff:** Chuck Greene, Cheryl White, Katie Ladouceur, Sue Sherer (Zoom), Stephanie Gravelle, Mariana Aballo – Cedars Advisory Council

**Opening Statements:**

- Board President Debbie Stutsman welcomed everyone and called the meeting to order at 12:19 p.m. and reminded everyone lunch was available.
- Mutual introductions were made between guests and board.
- The May meeting minutes were deemed approved.

**Executive Director Report**

- Chuck Greene provided an overview of the agenda highlighting the rate study as a key topic.
- He shared his enthusiasm about the current board interest, enthusiasm and participation.
- Chuck then provided a brief overview of the state of the organization.

**Associate Executive Director Report**

- Cheryl White shared the status and implications of COVID at our residential and day programs.
- She provided an update on the challenges we face with staffing—largely due to COVID and the status of rate reimbursements effects on wages.
- Cheryl introduced the topic of supported living and other housing opportunities.

**Rate Study**

- Cheryl explained the background involved with the rate study work and resulting impact on our rates, specifically at Ross campus.
- She discussed the advocacy work to date, engagement with Legislatures and DDS, and potential next steps.
- Cheryl hypothesized what might be the final financial outcome from the rate study.

**Financial Report**

- Sue Sherer displayed the FYE 2021-22 financials and highlighted reasons for variances and projections.
- She then showed the summary and description of operating budget changes and projected net income/loss for FY 2022-23.
- Finally, Sue shared the revised and proposed FYE budget for next year.
- Chuck briefly described the budget review and approval process with the board.

**Motion:** Madeline moved to approve the new budget with caveats, seconded by John West, all approved. Motion carried.

**Next Step:** Provide more information and insight about Cedars financials at the November board retreat given the status of rate reimbursements. The Board also decided to approve a revised budget in November rather than explaining the variances at every meeting.

### **Development Director Report**

- Katie Ladouceur summarized trends in development over the last five years.
- She provided an overview of fundraising activities and results over the last fiscal year.
- Katie then shared a preview of the development plan for the coming year and the upcoming appeal.

**Next Step:** Board members please fill out your development check list with ways to contribute.

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

- Chuck noted that we should conduct a cost benefit analysis before we take on new projects and be as realistic as possible about the costs, timelines and impact on current staff.
- Chuck reviewed the 3rd Quarter dashboard results.

### **Client Advisory Council (CAC) Report**

- Mariana discussed topics of interest for the CAC including successes, challenges and opportunities.

### **Adjournment**

- The board retreat is on November 12th, 2022.
- There being no further business, the meeting adjourned at 1:58 p.m. Pacific Time and the board moved into Executive Session.

### **Executive Session**

These individuals were elected to three-year terms commencing October 1, 2022 and serving through September 30, 2025: Scott Clifford, Rob Epstein, Scott Ericson, Mary Gordon, Maha Hamdan, Tom McInerney, Anna Rosen, Rebecca Sullivan, John West

Gail McCallister, Secretary  
The Cedars of Marin Board of Directors