



BOARD OF DIRECTORS MEETING MINUTES – DECEMBER 10, 2024

PRESENT FROM BOARD:

Dave Hayden, Tawny Espinoza, Randy Brown, Kevin Fitzgerald, Brandi Laubhan, Jeff Franklin, David McKendry, Justin Aubert

EXCUSED ABSENCE(S):

Krista Ubersox, Tamara Krizman

GUEST(S):

Dr. John Flanagan (Board Candidate), Dave Studebaker (Eide Bailly)

PRESENT FROM STRIVE:

Grant Jackson, Mary Anne Lawrie, Chris Bergquist, Heather Parga, Vittawa Sriphong-Ngarm, Megan Hale

OVERVIEW OF MEETING
No Conflicts of Interest were noted.
Introductions were made between the Board of Directors, Leadership Team & Guest
Minutes From 10/29/2024 & 11/20/2024 were presented and approved.
Eide Bailly reviewed the outcome of the annual audit.
Leadership Team provided updates on their departments.
Grant provided state and organizational updates.

A quorum was achieved at 12:16 p.m. and the meeting was called to order. No conflicts of interest were identified.

INTRODUCTIONS

The Chair welcomed Dr. Flanagan, who is interested in joining the Board. Dr. Flanagan provided a brief background of his experience and appreciated the opportunity to be considered as a candidate for the Board. The Board and Leadership Team members shared their professional backgrounds and roles with the community and organization.

MINUTES FROM 10/29/2024 & 11/20/2024

Minutes were presented and reviewed.

It was M/S/P (Franklin/Coleman) to approve the 10/29/2024 & 11/20/2024 as presented.

FY2023-2024 ANNUAL AUDIT

Prior to the Board meeting, the Finance Committee met with Dave Studebaker and reviewed the audit outcome in-depth. The Finance Committee will be recommending the audit be approved by the Board. At this time, the Committee is requesting that approval be tabled for January allowing the whole Board the opportunity to review the final audit. The Chair informed members that the audit went well with no issues reported. The auditor was also impressed with viability of STRiVE in comparison to other non-profits. The Finance Committee also talked about the impact on cash reserves after paying off the first mortgage. The auditor will fully disclose this as a subsequent event in next year's audit due to the payment of the large debt. MaryAnne will forward the final audit to the Board for their review. Any questions need to be directed to Chris. Final approval of the 2023-2024 Audit will occur at the January meeting.

PRESIDENT/CEO REPORT

The State has implemented an incentive program for service providers offering employment consultant services, i.e., job coaching. Instead of only paying for staff time for job coaching, service agencies will be paid for actual hours an individual is scheduled to work. This new model is projected to generate revenue similar to host homes or even more. This new program is completely separate from the Project Search Program.

Grant reports that he has had several conversations with Special Olympics and CMU PA Program along with a few local physicians in developing training classes for students in the Nursing program in caring for individuals with an intellectual/developmental disability. The goal is to obtain better medical care for the I/DD community.

MindSprings is up and running and taking patients into their psych hospital. They have also agreed to continue with the psych clinic without any disruption in services.

One member wondered what the status is on leasing the 790 space. Grant reports the tenant will take possession the first of the year. They are requesting some minor changes along with outside signage. They agreed to a three-year lease.

Another question arose regarding sale of 3301. Chris reported that the interested parties are still looking to secure a loan.

DEPARTMENT UPDATES BEHAVIOR

- The last Behavior update, "V" reported on developing systems to support staff focusing on building up their skill sets while supporting the individuals as well. He is currently working on building a platform to support providers through e-courses. We have three people enrolled now and have been receiving positive feedback on it.
- The department has been having difficulty with staff retention lately with Behavior Line staff. We hired a Behavior Counselor who is seeing individuals

now. She is only working Fridays and will be full-time next summer. In addition, we hired a Board-Certified Behavior Analyst (BCBA) who is also seeing individuals part-time. She will also become full-time next summer. We currently have two Behavior Line, one full-time and the other is part-time.

- “V” has also been working with CMU’s Social Work Program on an internship program. He should be hearing back from them in January or February if any students are interested in interning at STRiVE. This led to a discussion regarding whether interns receive pay or not, Workforce Center’s program to pay interns, billing rates of behavior line compared to professional rates, requirements to be able to bill for behavioral services, etc.
- “V” is also offering behavior training to Host Homes when he is in town. The one in September was only attended by three people. Yesterday’s meeting there were over twenty people either in person or virtual. It was noted that there were a few people who were with other providers. “V” states he will open these training events up to the public to include providers but may need to seek alternative meeting venues if they continue to grow.

RESIDENTIAL

- Residential developed “Host Home Day” at the first of year to provide additional training opportunities to the providers in areas in which they may need assistance. Attendance at these events has been very poor. Residential will be hosting one more “Open House” on Friday to show off our individual’s artwork. The artwork will be on display for the month of December. The team will continue to look for new alternatives to engage host homes.
- We are starting to see an uptake in individuals interested in our Personal Care Alternative (PCA) program which has caused us to hire an additional person to cover the caseload. Montrose stopped providing services for Children Extensive Services (CES) and Supported Living Services (SLS), so we are starting to see growth in those areas too. The Team is also looking at increasing host home recruitment for the new year.
- This Team is also getting more involved with community partners and agreed to be a part of an advisory committee that hosts events for the I/DD community. We are excited to be a part of this venture.
- The department has been struggling with some host home providers who are not in compliance with their documentation. We recently implemented a new procedure to withhold payment until all documentation is completed compliant with regulations. The first was successful with the host home provider completing everything within a 36-hour period.

CULTURE COMMITTEE

- Created a new website for internal staff that offers a Swag store if they would like to purchase some. The site also offers learning opportunities and mental health resources if needed.
- The Committee handed out over 133 turkeys for Thanksgiving.
- The company Christmas party is scheduled for this Saturday.

HUMAN RESOURCES

- Heather reports last year’s turnover rate was 27.4%. This year it is down 10.2%. Board members were impressed with the significant improvement which led to a discussion on potential causes that affected the retention, i.e., financial benefits from COVID ended, improvement with applicant selection, staff increases, flexible hours, training, etc.

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- We currently have eight open positions, 1 Behavior Line, one Host Home Monitor and remainder DSPs.
 - In 2024, there were 745 applicants that had applied that were turned down due to not meeting the requirements. We hired 124 people. 142 people were turned down after their interview. Fifty-four people were scheduled for interviews, but they were either no call or no show. A total of 270 interviews were completed by the HR Department for 2024.
 - Prior to the meeting, Heather did reach out to Mutual of America and talked about setting up some online and in-person training on the 403b plan. Board members expressed there has been a lot of discussions in improving participation in the plan. This led to an in-depth discussion on the lack of staff participation in the plan due to wages along with continuing to educate staff on the long-term benefits of investing in the plan.

VOCATIONAL

Grant provided vocational updates on Khristina's behalf.

- Khristina has been meeting with CES families and enrollment in the program is increasing. She has been focusing on the CES/SLS billing to ensure all revenue is captured. She also ensures that all families are getting the appropriate training and support needed for them to be successful.
- This is Allida's fourth year for having a booth at the mall. Sales are currently down from last year, but it is still early in the month. Alida's is fully staffed, and inventory is well stocked. Peach season was not as profitable as it was last year.
- Styles is working with PR and other departments on event flyers, save the dates and marketing items needed. They also created a monthly newsletter for staff. They are also working on a video on the Project Search program for recruiting purposes.
- Reception is assisting Housing Authority staff with reception needs twice a day. They continue to assist other departments with their administrative needs.
- Sugar and Ice is doing very well. We are fully staffed and have a waitlist of individuals interested in working there. We agreed to stay another year at the Library. The team has also been thinking of other ways to increase revenue, i.e., increase marketing through social media, potential online orders, and deliveries, selling pastries and/or breakfast burritos, etc. They continue to be involved with community events. They are also working on new signage to incorporate STRiVE into the logo.
- The remaining programs are doing well with the exception of some turnover.

AMENDMENTS TO BY-LAWS

Due to time constraints and lack of a quorum, the By-Laws will be tabled to the January Board meeting. The Chair provided a brief summary of the changes made pertaining to guidelines for the President/CEO's annual evaluation and salary increases. Changes also included removal of sections that pertained to Case Management.

NOMINATION TO BOARD OF DIRECTORS

This was also tabled to the January meeting.

FINANCIALS

The operating income is currently running to a deficit, although October showed a net income of \$62K due to extraordinary income. A full financial review is scheduled for January to provide updated information.

UPDATES

Chris informed members present that efforts continue to sub-lease Uniquely Yours on Main. The middle section of 2850 between Creative Creations and the Woodshop has recently been leased to a local coffee roaster.

We also leased out the space at 790. The tenant will be moving in after the first of the year.

On a final note, the new sign for Sugar and Ice is being made denoting its affiliation with STRiVE.

Members (Espinoza/Fitzgerald) agreed to adjourn the meeting at 1:37 p.m.

Respectfully submitted,

MaryAnne Lawrie
Senior Executive Assistant

Approved 1/28/2025 (Fitzgerald/Espinosa) via Zoom