



BOARD OF DIRECTORS MEETING MINUTES – MARCH 31, 2026

PRESENT FROM BOARD:

Tawny Espinoza, Brandi Coleman, John Flanagan, Jeff Franklin, Krista Ubersox, David McKendry, Tamara Krizman, Dave Hayden

EXCUSED ABSENCE(S):

Justin Aubert, Randy Brown

PRESENT FROM STRIVE:

Grant Jackson, Mary Anne Lawrie, Chris Bergquist

OVERVIEW OF MEETING
No conflicts of interest were identified.
Minutes from previous meeting were reviewed and approved.
Leadership Team provided updates on their departments
Financials were reviewed and approved.

A quorum was achieved at 12:09 p.m. and the meeting was called to order. No conflicts of interest were identified.

BOARD MINUTES FROM 2/24/2026

Minutes were presented.

It was M/S/P (Franklin/Espinoza) to approve the Board minutes from 2/24/26 meeting as written.

OLD BUSINESS

Solar Panels – Grant reported the successful termination of the Clear Energy contract following a non-response to the 60-day notice, allowing the organization to proceed with solar panel removal across properties. Management is currently evaluating disposal options with multiple vendors, noting that rapid technological shifts have rendered the existing panels obsolete and estimating disposal costs at several thousand dollars per property. Additionally, legal counsel has been engaged to review an alleged contractual obligation by the former CEO to cover removal costs for roof maintenance; meanwhile, the owner has already removed the panels independently, creating potential billing implications that remain under review.

DEPARTMENT UPDATES

BEHAVIOR – Grant introduced Lisa, the new Behavior Manager, who joined the organization in October. Lisa reported that two new behavior line staff began onboarding this week and announced the launch of two group counseling programs: an eight-week dating and sexual health group and a six-week support group for mothers of individuals with intellectual and developmental disabilities (I/DD). Additionally, the Behavior Department has partnered with Residential to offer training sessions on dating skills, cell phones, and social media; these sessions have seen high attendance, and there are plans to expand these offerings to the broader I/DD community.

HUMAN SERVICES – Heather reported that the annual benefit fair held on February 24 saw steady attendance, featuring representatives from Mutual of America, Community Hospital, and Allied. Supplemental insurance and retirement benefit outreach are also underway through site visits by Global Life and Mutual of America. Currently, there are nine open positions, including an ongoing vacancy for a flexible DSP role in the Children Extensive Supports/Supported Living Service (CES/SLS) departments; however, the overall turnover rate has decreased significantly to 10.2% compared to last year. Heather noted that while retention has improved, the application flow has recently slowed for residential monitor and administrative roles.

RESIDENTIAL – Megan reported one vacant Residential Monitor position following a declined offer, noting that filling this role is key to reaching the goal of serving 100 individuals, up from the current 87. The department is providing bereavement support to a monitor who experienced three losses within four months and is managing several new intakes as individuals transition from CES/SLS to DD waivers while remaining with STRiVE. A subsequent discussion addressed the extensive 20-year waitlist for waiver slots; due to state budget deficits, wait times are expected to increase by 15 years, with new slots restricted primarily to life-threatening emergency situations as defined by the state.

CULTURE COMMITTEE – Megan commented the committee is close to finalizing the annual structure with defined roles and responsibilities after completing one year of consistent standing events. Working on distributing email responsibilities beyond single person. There has also been an increase with employee interest and participation. Upcoming events consist of a STRiVE Hike, (a weekend event for employees only), the Employee picnic is schedule for September and the Annual Christmas party is already booked.

Grant reported that she and Megan have initiated a new Provider Committee, which has received positive feedback from its passionate members. While the group is generating numerous ideas, Megan and Grant are pacing the meetings to ensure the team remains focused on actionable items and avoids becoming overwhelmed by too many simultaneous initiatives.

A member inquired about the outcomes of the recent Leadership retreat, and Grant reported that the session focused on launching several new initiatives. Leadership has been divided into teams to address specific areas: Megan and Heather are leading culture development; Khristina and Lisa are focusing on training programs; Grant and MaryAnne are managing communication improvements; and Grant and Chris are exploring non-Medicaid

funding for community services. The Leadership team is scheduled to reconvene in May to provide progress updates on these categories.

VOCATIONAL – Kayla reported the first supervisory turnover in several years following the recent departure of two long-term supervisors. A new supervisor with experience from a similar agency in Las Vegas was hired last week and is already assisting with organizational changes. Additionally, the department continues to see a steady flow of new intakes, including individuals returning to the agency and others transitioning from different providers.

Grant also provided an update on the STRiVE carnival-themed Easter event, noting a strong turnout despite nearby parking challenges. The event featured carnival games, an Easter Bunny appearance, and sponsor support, reflecting a successful transition from the traditional egg hunt format used prior to COVID-19. Grant noted that the new format has received positive feedback and successfully fulfills its goal of community engagement rather than serving as a primary fundraiser.

FINANCIAL REPORT

Management reported a planned \$59K operating loss for February, noting it aligns with seasonal trends and prior-year results. This anticipated dip was driven by fewer billing days and the timing of short-term services provided ahead of reimbursement; however, these factors are considered routine and do not present an operational concern.

Despite February's seasonal loss, the organization's cumulative performance remains exceptionally strong, with year-to-date operating income exceeding \$600,000 and total net income approaching \$1.3 million when including donations and extraordinary items. MaryAnne described the performance as "phenomenal," noting it significantly exceeds break-even goals and provides a strong buffer against any anticipated year-end losses.

Revenue performance remained stable and aligned with forecasts across all service lines, with no significant changes in client census or service utilization. The February revenue dip was attributed to fewer billable days and seasonal holidays rather than a decrease in demand, a temporary timing issue expected to normalize in the coming months.

Ongoing understaffing across several positions, including recent turnover at the Botanical Gardens, resulted in unintended personnel savings. While this positively impacts the bottom line, management noted that these vacancies create service limitations and impact overall capacity.

Operating expenses remained well-controlled in February, significantly aided by a \$30,000 reduction in health insurance costs due to several months of lower-than-expected claims. While the organization maintains a conservative risk buffer and high-level stop-loss insurance to guard against catastrophic claims, current actuarial trends allowed for this expense reduction. Other costs, including legal fees, professional services, and routine maintenance, remained within normal ranges, helping to further offset the month's projected loss.

Planned operating losses are expected over the next four months due to seasonal factors such as the expiration of certain service plans. However, the full-year projection remains

strong at approximately \$1 million in net income, supported by early-year gains and personnel savings from vacancies. This forecast remains contingent on the absence of major unexpected costs and the timely conversion of receivables to maintain cash flow.

The organization's balance sheet remains sound, despite a temporary cash flow constraint caused by delayed state payments. Management confirmed these receivables are fully collectible and will be backdated once processed. Strong reserves are in place to manage this delay, and the full-year forecast remains positive, especially as upcoming roof repairs will be capitalized to minimize their impact on current income.

Chris noted that while not highlighted this month, the vocational department will be the primary focus of next month's report. The upcoming presentation will feature site-specific and business-line financial reporting to evaluate cost coverage alongside mission value. This analysis will detail revenue, direct costs, and net results, providing the Board with the necessary data to assess program performance and identify strategic opportunities.

In response to a member inquiry, management confirmed the organization maintains a conservative, diversified investment strategy featuring a \$1 million laddered CD portfolio and \$300,000 in liquid money market funds. This staggered CD structure ensures regular liquidity while capturing higher yields than standard accounts. One CD is scheduled to mature in April 2026, with plans to reinvest at the best available preferred rate to optimize returns while maintaining the current risk-balanced approach.

In response to an inquiry regarding the concert series, Chris explained that the organization has pivoted its strategy following a financial analysis of larger-scale events. While previous attempts to book national acts aimed to scale fundraising, high production and marketing costs resulted in only breaking even. Consequently, the organization is returning to its lower-risk model featuring local performers, which requires minimal investment and carries less financial exposure. Three concerts have already been booked for the upcoming season under this revised approach.

In response to a member's request for more detailed updates on event performance and fundraising success, Grant and Chris agreed to invite Tanya to present a comprehensive report at the May meeting.

In response to member inquiries, the board reviewed the organization's financial controls and procurement policies, highlighting a formal tiered approval system and the recent integration of Bill.com for digital receipt tracking. While the organization's scale does not require formal RFP processes for routine supplies, management confirmed that multiple bids are obtained for larger capital projects and committed to a further review of procurement policies to ensure oversight remains appropriate. Key enhancements under consideration include updating purchasing authority documentation to reflect current P-card practices and implementing periodic competitive bidding for recurring professional service contracts, such as lobbying and building maintenance, to maintain cost-effectiveness and audit compliance.

It was M/S/P (Coleman/Franklin) to approve the Financials as presented.

OTHER BUSINESS

The Treasurer presented research on alternatives to the "Tulips & Juleps" licensed raffle process following participant feedback. After consulting with legal counsel and the Secretary of State, it was determined that a proposed sporting-event workaround remains classified as a drawing under current regulations and is not currently viable. The Treasurer discussed potential alternatives, such as basing outcomes on race results or a "guess the winning time" format like a golf ball drop. To determine if these options can be implemented this year, the Treasurer was authorized to seek a formal legal opinion and consult local law enforcement on regulatory requirements. A meeting is scheduled this afternoon with legal counsel to discuss this further.

The Board discussed the recent departure of five to six Foundation members, identifying several contributing factors including regulatory concerns regarding raffle licensing, streaming compliance, and personal time constraints. A key point of discussion was the Foundation's current legal status as a committee within STRiVE rather than a separate 501(c)(3) entity. While this structure has not impacted donor tax-deductibility or overall contributions, it may have influenced member retention and the perceived prestige of board service. Management acknowledged that while the current fundraising scale has not historically justified the administrative complexity of a separate entity, they will evaluate formalizing the Foundation's status as a strategy to enhance recruitment. In the interim, the Board was asked to assist in identifying new members and sponsors to recover the capacity lost through these recent departures.

Brandi is working with Kris Popish, STRiVE's job coach to grow Brandi's Blessings. The business currently offers seven cookie varieties, sold bagged for \$12 per dozen, with orders accepted via Facebook or email. To account for rising gas prices, a \$5 delivery fee has been implemented. In response to a member request for more frequent event and fundraising updates, Tanya will be invited to present a comprehensive report on these activities at the May board meeting.

It was M/S/P (Ubersox/Espinoza) to adjourn the meeting at 1:28 PM.

Respectfully submitted,

MaryAnne Lawrie
Senior Executive Assistant

Minutes were approved (Franklin/Coleman) on 4/28/2026