STRIVE
PEOPLE SUPPORTING PEOPLE

BOARD OF DIRECTORS MEETING MINUTES – JUNE 2, 2026

PRESENT FROM BOARD:
Randy Brown, Tawny Espinoza, Brandi Coleman, Jeff Franklin, Tamara Krizman, Dave Hayden, Kylie Millican

EXCUSED ABSENCE(S):
Krista Ubersox, Tammy Eret, John Flanagan, David McKendry

PRESENT FROM STRIVE:
Grant Jackson, Mary Anne Lawrie, Chris Bergquist, Tanya Workman

OVERVIEW OF MEETING
No conflicts of interest were identified.
Minutes from previous meeting were reviewed and approved.
Tanya provided an overview of the PR/Marketing Department.
Grant provided a short update on the status of the State budget.
Financials were reviewed and approved.

A quorum was achieved at 12:01 p.m. and the meeting was called to order. No conflicts of interest were identified.

BOARD MINUTES FROM 4/28/2026
Minutes were presented.

It was M/S/P (Coleman/Espinoza) to approve the Board minutes from 04/28/2026 meeting as written.

BOARD MEMBERSHIP UPDATES
The Chair and Treasurer held a positive meeting with Robert Fisher, a police commander who expressed strong interest in joining the board. Commander Fisher brings valuable expertise as a former MindSprings Board member and successfully launched the Police Department's Co-Responder Unit. He comes highly recommended for his unique perspective and will be present at the upcoming retreat for formal introduction and approval.

The Chair stressed the need to fill the vacant Treasurer position to maintain strong financial oversight, especially with upcoming decisions on rates, cash reserves, and a potential loan payoff. Jeff will reach out to David and John to gauge their interest.

PR/MARKETING OVERVIEW
Tanya reported Tulips & Juleps (May 2) had a strong turnout with an estimated net of about $40,000, announced three summer concerts starting June 26, and explained that marketing

will concentrate on events because mass-media has limited ROI for reaching the IDD community. She also described the partnership with Visit Grand Junction for Harvest Illuminated.

- **Tulips & Juleps** - The raffle was adjusted to comply with licensing requirements by giving attendees free tickets to complete, while still allowing them to select winning horses and participate in drawings. This maintained engagement without regulatory issues.

  Multiple safety concerns were raised regarding sinkholes and uneven ground at the Botanical Garden's venue. Grant confirmed that warning signs are being purchased for the area and noted that the issues may be stemming from the irrigation system. Grant informed the group that "Uneven Ground" signs have been ordered address this issue.

  The Foundation Board continues to debate table pricing for the event, as the current $2,500 minimum deterred some potential attendees, resulting in only 20 of the 32 available tables being sold. While the board is considering reducing prices to boost sales, there are concerns that a price drop could negatively impact the event's $40,000+ annual net revenue.

  The new golf simulator addition was highly successful and well-received, even resulting in one attendee winning a cruise. Although Tanya was initially hesitant to include the simulator because it lacked a traditional horse racing connection, she appreciated that the vendor completely managed the setup and staffing, making it a seamless addition to the event.
- **Summer Concert Series** - Tanya shared that the Summer Concert Series will feature three events, kicking off on June 26th with the country-rock crossover group, the Williams Brothers Band. The series serves as a wonderful opportunity for community engagement and fundraising, and board members are warmly invited to attend and participate. This year's format shifts back to a traditional setup featuring general admission seating, with tickets expected in the $20–$25 range and attendees bringing their own chairs rather than using reserved sections. Strategically, the series drives a broader shift toward event-based marketing, which expands community visibility and delivers a stronger return on investment than general program advertising.
- **Blue Lights Event** - Tanya provided a detailed overview of the December event, highlighting key successes as well as areas that need improvement:
  - Electrical Capacity & Light Upgrades - Last year's event experienced multiple fuse failures, highlighting the need for infrastructure upgrades as a key operational priority. Although Tanya's son, an electrician, was able to resolve immediate issues during the event, the aging blue lights—originally from Mr. Cadez—are beginning to dim and will require replacement or enhancement. There are ongoing discussions with Elite Events to clarify ownership and responsibility for these upgrades. Tanya will continue planning for necessary electrical improvements and lighting upgrades to ensure future reliability.
  - Ice Carving - Live ice carving was a massive hit and crowd driver, particularly the full-size vehicle sculpture created by presenting sponsor Grand Valley Auto, which provided excellent photo opportunities and boosted attendee engagement. To build on this success, future recommendations suggest pairing the blue lights with live sculpting sessions spread across multiple weekends rather than relying on one large sculpture that melts quickly, which Tanya will manage as part of

her action item to secure future ice carving partnerships. Concurrently, high attendance caused tight pathways and heavy congestion, prompting the board to evaluate traffic solutions like shifting from open 5:00–9:00 PM access to a timed entry slot system. To better accommodate visitors and spread out the crowds, suggestions include expanding into underused areas within the Botanical Gardens like Bear Mountain. This physical expansion planning is crucial as partnerships with Visit Grand Junction are expected to drive even higher demand, though expanding past current boundaries will require future coordination with city-owned areas.

- **Harvest Illuminated** - Harvest Illuminated is recognized as a high-growth event with strong long-term community appeal and the potential to become one of STRiVE's premier offerings. To support this growth, an early-stage partnership with Visit Grand Junction is underway, expected to expand marketing reach and increase regional visibility. Tanya will continue coordinating the partnership while planning for increased attendance by improving logistics, layout, and use of space. This includes evaluating crowd flow strategies, such as implementing timed entry, to help manage congestion as demand grows.
- **Major Grant Achievement -** Tanya announced a major operational win with the award of a $275,000 CDOT grant to fund three new vehicles, significantly strengthening transportation reliability and capacity. Securement of this funding represents an exceptional achievement for Strive, as the complex, time-intensive application process was described as a "big lift" by other providers. Because this grant can be applied for annually, it establishes a recurring opportunity to systematically replace and modernize the entire aging fleet over time, ensuring long-term sustainability for service delivery. We are currently navigating the early implementation phase under a newly assigned CDOT program manager. To kick off the process, Tanya has an upcoming meeting with the program manager this Thursday to review compliance requirements, implementation steps, and vehicle specifications.
- **Foundation Board** - The Foundation Board urgently needs to recruit new members following the departure of four to five individuals over the past year. This board is separate from the Board of Directors—members cannot serve on both simultaneously—and focuses on fundraising events. Meetings are held at Strive, with extra sessions from February to April for Tulips and Juleps event planning. Tanya will lead efforts to recruit new members, prioritizing individuals who can actively support events. She is looking for hands-on members willing to help with event planning that currently fall on staff. Ideal candidates will look beyond table sales and actively assist with coordinating food, procuring auction items, managing vendors, and creating marketing materials.

The Board expressed appreciation to Tanya for her event updates and acknowledged the recent $275K CDOT grant award for new buses.

PRESIDENT/CEO REPORT

Grant explained the 2% revenue reduction from the state and its impact on the organization. This reduction results in an annual loss of approximately $144,000. While the organization absorbed last year's 1.6% cut to protect provider pay, ongoing funding uncertainty and the potential for additional cuts have made it necessary to prioritize long-term financial stability. As a result, the 2% reduction will be passed through to host home providers and family caregivers. This adjustment will recoup approximately $105,000, with the organization absorbing the remaining $39,000 due to the structure of the host home program. Leadership emphasized that this step was delayed as long as possible—unlike many other organizations that implemented cuts sooner—but is now necessary to ensure sustainability and continued service to the community. The state is ending the rule that allows youth in Children's Extensive Services (CES) to automatically move into our adult programs when they turn 18. This deadline was pushed back from July 2026 to July 2027, but it still means a major shift for us. We have always loved welcoming these familiar families into our adult programs, and losing this direct path will change how new clients find us.

To make matters worse, the state's waitlist system is facing a major crisis. New changes are expected to double wait times that are already as long as 20 years. This means many people might never get regular, planned services. Instead, we expect a big rise in emergency placements that only happen when a family caregiving situation hits a breaking point due to illness or old age. While these changes mean more unpredictable and urgent situations ahead, our focus will always be supporting these families when they need us most.

Grant gave high praise to the Project Search partnership with Community Hospital and the school district, now in its third year, which recently celebrated graduating 6 to 8 students. This initiative is recognized as one of the top programs in the state because our students consistently graduate with jobs or have employment lined up immediately after completion. Thanks to recent staffing improvements, we now have the perfect team in place to ensure excellent collaboration, as seen by Community Hospital hiring two of our graduates and other alumni maintaining long-term employment across the community. This program serves as a powerful model for other areas, proving that individuals with disabilities can successfully thrive in the workforce when given the right opportunities and support.

Grant announced an upcoming meeting with the city this week about commercial greenhouses planned for the dirt parking lot east of the gardens (behind new apartments and restaurant). This 5–15-year plan is finally moving forward after years of discussion. The greenhouses would grow flowers and plants for the city park system and produce for school district lunches. The vision includes Strive clients learning skills to operate the greenhouses, providing meaningful employment and skill development opportunities. Grant will meet with city officials this week to discuss the project's timeline, scope, and implementation details, and will report back to the board with findings on how the greenhouse operation could integrate client employment opportunities and what training programs would need to be developed to support this workforce initiative.

FINANCIAL REPORT

April resulted in a highly successful and positive operating month, closing with approximately $27,000 in operating income. Revenue and expenses remained stable with no major anomalies, unexpected spikes, or one-time financial impacts, indicating that the month's success was driven entirely by core, day-to-day operations. Chris noted that this strong performance significantly exceeded typical expectations for this time of year when the organization usually experiences seasonal slowdowns and operational downturns. Year-to-date, the organization is performing exceptionally well, with over $800,000 in operating income and more than $1.4 million in total net income when including donations and one-time gains. This represents a significantly stronger financial position than prior years.

Operationally, revenue trends remain strong overall, with consistent growth compared to prior periods. April did not include any large donations or unusual revenue spikes, indicating that core operations are driving performance rather than one-time sources
Personnel costs continue to trend under budget due to unfilled positions. Although this yields short-term savings, the resulting staff shortage limits program capacity and reduces billable service revenue.

Personnel expenses remained closely aligned with forecast, even without ongoing monthly updates, indicating stable staffing levels. Positions were either filled quickly or covered by existing staff, preventing the typical drop in expenses seen with vacancies. This close alignment suggests effective workforce management and the organization's ability to maintain consistent staffing despite a competitive labor market.

Total year-to-date operating expenses (excluding personnel) nearly matched forecast projections due to overall spending discipline and accurate budgeting. Non-operating expenses ran approximately $40,000–$50,000 over forecast, which Chris primarily attributed to HVAC installation, repairs, and maintenance. However, this minor overage did not significantly impact the organization's strong cumulative financial position, which was well-supported by robust revenue performance and tight personnel controls.

Operating income reached over $800,000, indicating a stable baseline for core operations by normalizing for one-time items. Results remained positive during March and April, managing to bypass the seasonal downturns and deficit projections typically seen in historical data. This steady performance suggests that enrollment patterns, service delivery, and expense controls all aligned effectively to cushion against standard seasonal pressures.

Net income for March reached approximately $113,000, bolstered by additional donation revenue. This contributes to a year-to-date net income of $1.4 million, an exceptionally strong performance driven primarily by one-time windfalls such as inheritances, grants, and major donations rather than standard operational growth.

Actual performance continued to track at or above forecast, despite the pause in updating projections during budget season. Variances were minimal and largely attributable to timing differences rather than operational issues. Overall, results indicate that the organization is outperforming expectations, with stable revenue and controlled expenses contributing to stronger-than-anticipated financial performance for this point in the fiscal year.

The balance sheet remains strong, with healthy cash reserves, improved receivables collection, and stable liabilities. Cash continues to grow due to sustained positive income, reinforcing the organization's strong financial position.

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

HOST HOME RATE REDUCTION ANALYSIS
Chris provided a detailed analysis of the financial impact of the state's 2% rate reduction on the host home program. Based on current enrollment, this change is expected to reduce annual revenue by approximately $144,000. After evaluating options, leadership determined that fully absorbing the loss would not be sustainable, particularly given the likelihood of additional future cuts and ongoing funding uncertainty.

As a result, the organization will pass the full 2% reduction through to host home providers and family caregivers. This is expected to recoup approximately $105,000, with the remaining $39,000 absorbed by the organization due to the program's margin structure. While the impact at the individual provider level is relatively small, leadership acknowledged the importance of clear communication around the change.

Grant will communicate the rate adjustment transparently to providers, monitoring provider retention and satisfaction following the change, and continuing to evaluate financial impacts alongside any future state funding updates to inform potential adjustments moving forward.

LOAN PAYOFF PROPOSAL
Chris presented a proposal to pay off the organization's remaining loan, which carries an interest rate of approximately 4.15%. Given that current returns on cash and short-term investments (such as money market accounts and CDs) are significantly lower, paying off the loan would provide a stronger risk-free return and result in an estimated $259,000 in interest savings over the life of the loan In addition to the financial benefit, eliminating the debt would provide greater flexibility in managing cash and pursuing higher-yield investment options without restrictions from the lending bank.

The organization is currently in a strong cash position, with several million dollars in reserves across operating accounts and CDs, allowing for the loan to be paid off without creating immediate liquidity concerns However, leadership emphasized the importance of balancing this strength with future needs, including potential capital investments such as facility upgrades or property decisions that may arise from ongoing strategic planning discussions.

As next steps, Chris will compile a detailed summary for the board that includes the exact loan payoff amount, total cash position (including CDs), and confirmation of any prepayment penalties This information will be paired with input from the executive team to ensure alignment with both short- and long-term strategic priorities.

From a governance and timing perspective, the decision will require formal board approval due to its financial significance. The board plans to review the full analysis in conjunction with upcoming retreat discussions, allowing members to consider broader strategic implications before taking a vote. This approach ensures the decision is informed, aligned with future plans, and supported by complete financial data.

BUDGETING PROCESS
Chris explained that the budgeting process is highly detailed and built on real-time data, using actual client enrollments, service rates, staffing levels, pay rates, and benefits to project revenue and personnel expenses, while operational expenses are estimated based on historical trends adjusted for seasonality and recent changes Some areas, such as donations and attendance-based programs, require conservative assumptions due to variability. To support greater transparency and understanding, a follow-up finance committee meeting will be scheduled to review the budgeting process in more detail, where Chris will walk through supporting documentation and answer questions.

OTHER BUSINESS
Brandi shared an update on her cookie business, "Brandi's Blessings," noting continued progress with support from her job coach and additional help with branding materials like stickers and signage She announced an upcoming cookie tasting on July 14 at the Strive

office and is introducing a “cookie of the month” initiative, with lemon raspberry featured for the summer.

It was M/S/P (Coleman/Aubert) to adjourn the meeting at 1:22 PM.

Respectfully submitted,

MaryAnne Lawrie
Senior Executive Assistant

Minutes were approved (Coleman/Espinoza) on 6/30/2026