



## BOARD OF DIRECTORS MEETING – JUNE 27, 2017

### PRESENT FROM BOARD:

Joe Warner, Jeff Parker, Steve Ammentorp, Marna Lake, Stephanie Keller, Scott Coleman, Judy Thornburg, Mike Nordine, Tawny Espinoza

### EXCUSED ABSENCE(S):

Jim Grisier, Vicki Woods, Rachelle Miller, Jeff Kuhr, Tom Motz

### PRESENT FROM STRIVE:

Sharon Jacksi, Mary Anne Lawrie, Chris Bergquist

OVERVIEW OF MEETING
The minutes from the previous meeting were approved with changes.
Sharon highlighted on accomplishments and challenges for FY2017 in addition to organization plans for FY2018.
The Strategic Plan for 2017-2022 was approved as presented.
Chris provided the current financial report which was accepted by the Board.
Chris presented the Budget for FY2017-2018. The Board approved the budget.
The business portion of the meeting adjourned to proceed into Executive Session to discuss real property. The business portion of the meeting resumed from Executive Session wherein two motions were approved pertaining to the real property.

A quorum was achieved and the meeting was called to order at 12:05 p.m. Scott Coleman presided.

### MINUTES FROM 05/23/2017

There were some minor changes to the minutes in relation to Board members present and correction to one motion.

**It was M/S/P (Ammentorp/Lake) to approve the minutes of 5/23/2017 as amended.**

## **CEO REPORT**

The Joint Budget Committee (JBC) approved a 1.4% rate increase for all programs. This would equate to around \$182K.

SLS is undergoing an overhaul. We have completely changed the whole format and created four different programs for individuals to select the one they would be interested in participating in. The programs are as follows:

- Coffee Klatch - for individuals who like to socialize with each other and community members, i.e. volunteering, self-advocacy help, community events.
- Healthy Body Healthy Mind – for individuals who enjoy an active and healthy lifestyle, i.e. building social awareness, community recreation, relaxation techniques, nature walks.
- Performing Arts – provide opportunities to individuals who like to express themselves through a wide range of group-based activities, i.e. play productions, costume and make-up, set design.
- Creative Living – enhances on specific skills needed to enjoy creative living, i.e. menu planning, meal preparation, budgeting to purchasing, organization skills. Tawny wondered if staff members teach the class and suggested the grant funded program, "*Cooking Matters*", offered through Hilltop as an another option for the meal planning and prep. Sharon anticipates the programs will grow and additional classes added. Sharon will keep this under consideration as another option.

The restructuring of the programs also provides a group setting which should enhance the billing efficiency for that department. The programs will go into effect on Monday.

The Colorado Extensive Services (CES) continues to struggle with recruiting respite providers. Barbara Queally, Counselor, has agreed to offer classes that work on social communication skills for kids. She will offer a morning and afternoon class beginning the week of July 10.

The move over to ADP did not go as well as anticipated. Nobody was able to clock in. There are still a few kinks that need to be worked out especially with the different departments and coding. Andrea and Chris are working with ADP to resolve some of the issues.

Sharon wondered if the Board would have any objection if we did not renew our Alliance membership. Gayle has been doing an excellent job representing us at the state level. The Board members unanimously agreed to discontinue the membership with Alliance.

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The Crisis Project underwent another audit last month and went very well. This will be the third one since its implementation August. Sharon will forward a copy of the final report to members upon its receipt.

### **STRATEGIC PLAN 2017-2022**

Sharon referred Board members to the goals outlined in the Strategic Plan.

- To provide satisfaction, quality and deliver of service – CQL accreditation and the Crisis Pilot Project were the primary drivers of this goal.
- To continue to diversify and expand program services geographically and content – once again the Crisis Project was a big part of this goal in providing services and supports to children and adults that are in crises in addition to the restructuring of the SLS program to attract new individuals. Expansion to other areas, (Delta, Montrose), did not occur due to the demand for services and supports locally. We are also looking at different alternatives in recruiting host home providers.
- Develop and implement strategies in creating greater public awareness to local, regional and statewide communities along with diversifying funding sources – Doug continues to do an excellent job with public relations. Gayle has done an excellent job with her lobbying efforts at a State level.
- Create a positive work culture – Sharon has met with a couple of employee focus groups to review the results of the employee survey. These meetings resulted:
  - Instead of increasing wages at one and two years, increases will occur on total hours worked.
  - While employees are going through CORE training, they will be paid the minimum wage. Once CORE has been completed and the appropriate certification attained, their pay will increase to \$10.
  - The group also recommended a Lead Direct Support Professionals (DSP) be assigned to the houses for staff support. The job was posted internally and no applications received. It was posted a second time and received 4-5 applications. Four rescinded their application and the last one declined the position.
  - Instead of waiting 2 days before you can utilize your sick leave, employees will be able to use it on the first day.

An all-staff meeting is scheduled for next week to review the outcome of the employee survey, provide an update on employee benefits and highlight on changes in the Employee Handbook.

- Develop and utilize financial and performance metrics – Chris provides this information to Leadership and the Board on a monthly basis in addition to informing us of the problematic areas.
  - Continue to expand the use of various/online electronic reporting and data systems – We have outsourced our IT and Payroll department. We are currently relooking at Therap and how incidents reports are entered and
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tracked.

**It was M/S/P (Thornburg/Parker) to approve the Strategic Plan for 2017-2022.**

### **FINANCIAL REPORT**

Finances for the past eleven months were reviewed along with YTD totals in relation to budget forecasts.

Revenue is currently close to budget with Case Management having difficulties with their billing efficiencies. Payroll expenses are slightly under budget due to staff shortage. Benefits are over budget due to re-enrollments in health plan. Operating expenses ran a little high this month due to a remodel at 3301. Net income is running around (\$20-23K).

**It was M/S/P (Nordine/Warner) to accept the May financials as presented.**

### **BUDGET FOR FY2017-2018**

It was noted that the proposed budget was reviewed by the Finance Committee prior to the Board meeting.

Chris provided total figures for revenue vs expenses resulting in a net income of \$170K for the new fiscal year. Major budget assumptions entailed:

- Residential rearrange by moving the one to one individuals into a small setting and condense staff and a reduction in staff as we transition to more host homes settings.
- Support Living Services (SLS) was revamped to a day-long vocational program involving 4 different group settings.
- Staff retention in Case Management will hopefully stabilize and billing efficiencies will improve. The staff turnover has had a major impact on our revenue.
- The closing of 1260 and projected sell of location.
- Minimum wage will increase to 10.20.

Chris then reviewed the departments that we need to watch:

- The new SLS day programs -- The program could be successful if enough individuals enroll.
  - Need to look at developing a more effective plan to address the "one-off" services, i.e. respite. We did contract with a local provider to address the home health services and supports.
  - Case Management – There has been a huge amount of turnover within the department. One of the issues is that there are numerous tasks
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Case Managers are required to perform. Unfortunately, these are not billable items. They are looking at alternative ways to increase their billing efficiencies.

- Host Homes continue to be the wave of the future and we are continuing our efforts to recruit more.
- Continue to look at other alternatives in addressing the intense need of smaller settings.
- Training costs are very expensive. It is anticipated with the transition to host homes these costs would be reduced.

It was the consensus of the Board that the aforementioned departments should be reviewed on a quarterly basis. It is the recommendation of the Finance Committee that the budget for FY17-18 be approved.

**Upon the recommendation of the Finance Committee, it was M/S/P (Lake/Ammentorp) to approve the budget for FY2017-2018.**

#### **5-Year Income Statements**

As previously requested, Chris provided an overview of our income status over the next 5 years. Projections are only considering the increase on rental property, minimum wage increases, Sharon's assumptions along with the current financial conditions.

- FY19 – Close 393 and 385 with individuals transitioning into host homes and adding on 2 more host homes. Add additional individuals to the SLS day programs to generate more revenue. Individuals at 2859 would move to a host home setting to eliminate the rent payment. Also taken into consideration would be the State approving a 1.5% provider rate increase.
- FY20 – Same scenario as above but assume buying a building or duplex similar to 3301 and factor in the same staffing schedule. This would allow us to close 1800 Main, 205 Independent and 2552 McCook, and eliminate the rent payments.
- FY21-22 – Would basically be the same with additional host homes and individuals in enrolled in SLS' day programs.

Chris further commented that the projections are very conservative. Chris looked over the State rate increases historically and feels very confident about the 1.5%. In addition, downsizing of the group homes and addition of host homes would reduce payroll and training expenses. The Board expressed their appreciation to Chris on his income analysis over the next 5 years.

**At 1:00 p.m., Scott announced that the business portion of the meeting would end to proceed into Executive Session to discuss real property.**

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At 1:45 p.m., the business portion of the Board meeting reconvened after the Executive Session. During the meeting, the sale of 950 Grand and the Letter of Intent on the Wellington property were discussed. In order for the Board to take action on these items, the Executive Session had to adjourn.

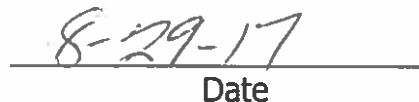
**By unanimous vote of the Board members present, M/S/P (Nordine/Keller), authorized the sale of 950 Grand Avenue.**

**By unanimous vote of the Board members present, M/S/P (Warner/Keller), authorized the submission of the Letter of Intent on 790 Wellington.**

**There was no public comment.**

**The meeting adjourned at 1:47 p.m.**

  
Secretary

  
Date