



BOARD OF DIRECTORS MEETING – DECEMBER 10, 2019

PRESENT FROM BOARD:

Steve Ammentorp, Joe Warner, Dave Hayden, Tawny Espinoza, Terry Pickens, Marna Lake, Kevin Fitzgerald, Stephanie Keller, Scott Coleman, Justin Ward, Tracey Garchar, Jim Grisier, Krista Ubersox

PRESENT FROM STRIVE:

Grant Jackson, Mary Anne Lawrie, Chris Bergquist, Khristina Kukus

OVERVIEW OF MEETING
The minutes from the previous meeting were approved
Grant provided state and organizational updates.
The Financials were presented and accepted. Minimum wage increase was discussed and
Khristina provided an update on the recent changes made in the Residential Department.
Doug reported on fundraising efforts made during the first quarter.
An Executive Session was conducted to discuss personnel issues.

A quorum was achieved and the meeting was called to order at 12:00 p.m. Steve Ammentorp presided.

MINUTES FROM 10/29/2019 MEETING

The minutes from the meeting on 10/29/2019 were reviewed and approved.

It was M/S/P (Coleman/Garchar) to approve the 10/29/2019 minutes as presented.

PRESIDENT/CEO REPORT

Grant informed the Committee that the State surveyors were out last week for a revisit to review policies and procedures that have been implemented from the outcome of the audit. They were impressed with all the improvements and actually cleared most the tags, specifically the ones that were deemed immediate jeopardy. They were also very appreciative about the positivity in the group homes with some of the cultural changes that have been going on. We are hopeful that they will release the moratorium on placements into group homes that we have been under for the past year.

Alida's continues to be a work in progress especially with some communication issues with Farmer Bob and his difficulty of letting the business go. Grant personally went out there and talked with both of them to try and resolve some of his issues. The on-line store is booming with corporate sales. Chris was able to negotiate a rental rate with Mesa Mall to have an Alida's kiosk during the holiday season. There are currently 2 staff working there

along with two part-time individuals. Once the holiday season is over, we will focus on turning this into a true vocational program. We are also looking at the plot of land beside the store and turning that into a garden and sell the produce. This venture is definitely opening the door up to so many opportunities to individuals for gainful employment and further community inclusion.

Grant and Chris have begun discussion with HUD and the Department of Local Affairs in relation to either selling a home or repurposing it. Chris did pose the question to HUD on renting 1444 to the college and was informed that the home strictly is to provide shelter to individuals with an intellectual/developmental disability. Chris is also discussing the possibility of parceling the three homes out, (Cattail, Victoria & Olsen), in order to possibly sell one of them. This has turned into a learning process for them on our services and how individuals access them. At this juncture, both entities wanted to contact their headquarters on further guidance. We anticipate discussions will resume in the near future. In the interim, Grant reported that MindSprings may be interested in 680 as a transition house in addition to the regional center potentially wanting to purchase it in lieu of building a group home.

Grant and Doug met the Executive Director of the Department of Vocational Rehabilitation to strategize on how to get employers interested in hiring an individual with disabilities. It was suggested to form a team to include providers to help educate employers on how hiring an individual with disabilities is good business sense. It was suggested to include the WorkForce Center in on this group so they could highlight on how the Workforce could assist the employer with an offset of wages which in turn the employer gains a profit. The addition of the WorkForce on the team would be very positive since they track community employment. Tracey will reach out to Curtis at the WorkForce Center.

Family Health West approached us to see if we might be interested in 2 of their buses that they no longer need. We accepted the busette and the other one was more like a school bus and requires a CDL license. It was suggested to contact Family Health West seeing if the larger bus is still available. Grant will have Doug follow-up with them.

The State has still not provided any feedback and/or guidelines in implementing conflict-free case management.

FINANCIALS

Since November financials were not completed, Chris provided an overview of the October financials which reflects a net income of over \$54K with donations, ignoring donations shows a loss net income of \$25K. Year-to-date net income is \$185K with donations, ignoring donations shows a net income of \$36K.

Attention turned towards the various graphs presented:

- Revenue is running close to forecast. Attendance was down due to school & program closures because of the Norovirus outbreak.
- Personnel expenses are running close to forecast. Staffing has improved and we are on closing the gap on being fully staffed.
- Operating expenses are slightly under forecast. Expenses are starting to taper off.
- Operating income is slightly above forecast.
- Net income is running around forecast.

Chris then reviewed the metric analysis for August highlighting the following areas:

- Total residency occupancy, inclusive of group homes and host homes, is at 97.70% which is over the target goal of 93%.
- Group home residential occupancy is at 85.48% and is below the target goal of 93%. This is due to the moratorium that we are currently under in addition to individuals transitioning to a host home setting.
- Case Management billing units are under the target goal.
- Behavior billing units were slightly over the target goal amount.
- Total vocational units billed were under the target amount due to decline in attendance from the Norovirus outbreak.
- Staffing is below the targeted goal.
- Operating costs are below the targeted goal by \$5K.

Balance sheet reflects nothing too noteworthy. All ratios are down. Net assets went up due to the new building. Accounts receivables are up.

Open discussion ensued in relation to financial status as a whole, first curtailment payment, fundraising efforts, balance sheet ratios and the minimum regulated percentages, personnel expenses in relation to payout of vacation and/or sick leave; group homes and the funding tied to them, alternatives to utilizing the group homes, (renting to college), another entity assuming the contract, financial penalties involved with the loans, etc. After further discussion, a suggestion was made to Chris to follow up with HUD to see about renting 1444 to the college.

It was M/S/P (Grisier/Espinoza) to accept the financials as presented.

REPORTS

RESIDENTIAL UPDATES

Grant introduced Khristina, Residential Director to the Board. Grant commented that Khristina shows great leadership skills and is also overseeing the Host Home Department. Khristina provided a recap of the changes the residential program has gone under over the past year:

- The closure of 3301.
- Open positions have gone to 10 full-time positions from 30.
- Working with HR on increasing recruitment and retention.
- Additional training classes were added to focus on the fundamentals of the job.
- We now are offering on-site and face to face training at the home in order that new staff can start earlier. This also provides them with the reality of the job and if they believe this is something they want to do prior to the actual CORE training.
- We created a House Manager position allowing a leadership person to be at the site to provide extra support to staff.
- Developed and implemented the Nursing Case Manager Model for the group homes. This model has had a positive impact in the homes by creating a positive culture for team building between the nurses and DSPs.
- The OT Department has improved their turnover time on equipment repairs in addition to assuring that individuals are getting to their scheduled doctor appointments.

P/R MARKETING UPDATES

First off, Doug reported that most of the tasks raising money and reaching out to new

donors falls on himself and MaryAnne. The two work together and always looking at new ideas to promote STRIVE and pique the interest of new potential donors. With that said, fundraising efforts for the period of January 1 through December reflect over \$979K in grants, donations and sponsorships and in-kind donations amount to over \$34K for a grand total over \$1 million.

The media has had a big presence over the past month and Doug described the process he follows to get the information out into the community. Once an interview is done either with radio or TV, a copy is sent to Doug and then posted on FaceBook and the website. We now have what's known as "The Big Check". When we receive a large donation we will get media coverage for the presentation and again this posted on the appropriate webpages. Our quarterly "Striving for Success" newsletter and annual report is in the process of being mailed out to over 5,300 people. Doug was contacted by a CMU student who was interested in creating a couple of videos for the Gardens. As far as Alida's, Chris had a new website developed and the CMU Business Department will be working on a marketing strategy. Uniquely Yours will also be getting a website. Some local merchandise has been incorporated to the store, i.e. Colorado and CMU souvenirs, Alida's Fruits. A comment was made that the store looks great and has warm and welcoming feel to it.

On a final note, members were provided a list of the holiday parties and encouraged to attend some if their schedule permitted.

At 12:57 p.m., it was M/S/P (Warner/Espinoza) to adjourn the business portion of the meeting and proceed into Executive Session to discuss personnel issues.

At 1:13 p.m., the business portion of the meeting reconvened.

The outcome of the Executive Session required a motion to increase the starting wage to \$13.50/hour. Before a motion, was made further discussion ensued in regards to the impact of the wage compression with the implementation of the wage and look at the cost involved in giving a 5% increase across the board to employees who are not affected by the starting wage increase. The Board requested for Chris to provide them with an analysis on the costs with the starting wage of \$13.50, \$13.75 and \$14, in addition to providing an analysis on the costs of implementing a 5% wage increase across the Board. Chris will forward the budget analyses to the Board once it has been completed. At this time, a motion will be brought forward to increase the starting wage to \$13.50.

It was M/S/P (Nordine/Grisier) to approve increasing the starting wage to \$13.50/hour.

On a final note, a question arose in regards to an update on the Single Entry Point contract. Grant informed Board members, that the State sent out the Request for Proposal a couple of months ago and the State should be making an announcement after the first of the year on whom it was awarded to.

The meeting adjourned at 1:25 p.m.


Secretary


Date