



BOARD OF DIRECTORS MEETING – JANUARY 26, 2021

PRESENT FROM BOARD:

Terry Pickens, Tawny Espinoza, Jim Grisier, Kevin Fitzgerald, Justin Aubert, Krista Ubersox, Dave Hayden, Steve Ammentorp, Randy Brown, Tracey Garchar, Scott Coleman

EXCUSED ABSENCE(S):

Stephanie Keller, Justin Ward, Mike Nordine

PRESENT FROM STRIVE:

Grant Jackson, Mary Anne Lawrie, Chris Bergquist, Doug Sorter

OVERVIEW OF MEETING
Minutes from the previous meeting were reviewed and approved.
Grant provided State and organizational updates.
Financials were presented and accepted. The board approved proceeding with the sale of 181, refinancing the building loan (one member abstained) and the 2019 tax returns for STRiVE and DD Housing.
Doug reported on fundraising strategy for 2021

A quorum was achieved, and the meeting was called to order at 12:00 p.m. Tawny Espinoza presided.

MINUTES FROM 12/8/2020 MEETING

The minutes from the meeting 12/8/2020 were reviewed and approved.

It was M/S/P (Fitzgerald/Ammentorp) to approve the 12/8/2020 minutes as presented.

PRESIDENT/CEO UPDATES

Just a couple of short updates.

Our sole focus now is trying to obtain vaccines for staff and individuals. The Board was previously updated on the snafu about our organization not included on CDC's distribution list for long term care facilities. We have been diligently working with the Health Department and were just recently referred to reach out to City Market to get on their lists. In talking with a State Lab representative, they were appalled that we have not received any vaccines and immediately ordered the Moderna vaccine for us. They informed us that we should receive it in a one-two week period. They will also provide us a couple of Pharmacy Technicians to administer the vaccine to the group home individuals. We are

hopeful that this will be completed by the end of next month.

We are also reaching out to all group home guardians to obtain consents for the immunization. The majority were very excited and agreed to the vaccine. There were only a couple that declined the opportunity. We are also surveying staff on whether they are willing to take the vaccine or not. We do not have the results of that yet. A member wondered what the staff percentage was with other CCBs. Grant reported about 50% of staff are willing to receive and feels the staff percentage should be somewhat higher. A comment was made for consideration on after everyone has been immunized to distinguish between the side-effects of the vaccine and the actual virus. Grant concurred that the Health Department is already considering options available and how to address it. We will continue to follow our infection control procedures and protocol and ensure that staff will continue to wear masks. Discussions are also occurring pertaining to staff and individual that opt out on the vaccine and the unforeseen circumstances that may occur from this. On a side note, we are trying to liven up fun activities in the group homes, e.g, having karaoke night, a cook off, etc. A suggestion was made in relation to the vaccines that STRIVE might want to consider staggering staff vaccines to prevent a staff shortage due the potential side affects of the vaccine. Grant will take this under advisement.

We are starting to see an uptake on the number of positive tests with staff and individual that have come about wherein vocational programs are having to be closed for a period of time. With further research it was noted that some individuals utilizing public transportation were exposed. Grant reached out and brought this to their attention. Grant was assured that this matter would be addressed and corrected.

Grant informed the Board that Justin W. is back in the hospital. He has good days and bad days; but on a positive note, they are allowing his dad to be with him during this time. A board member would like to contact him. MaryAnne will confirm with his father on whether he is taking calls or not.

On a legislative front, the State approved a rate increase for residential and vocational programs. Chris will elaborate a little bit more in his financial report.

The phase out of subminimum wage will be going through the legislature as fiscal note. Gayle and Alliance are working on this.

The State is bringing up the issues of conflict-free case management once again. Their concept would be to have one agency oversee Case Management and handle all the waivers. This would allow multiple non-profits and for profits to become case management agencies. Grant as reached out to Rocky Mountain Health Plans to discuss their future plans on this.

On a positive note, communication with the City has been very positive regarding the future of Botanical Gardens and our involvement with the changes. We are currently working on redoing the contract to address the best interest of all parties. We are also working on collaborative efforts with them involving our individuals to assist them on some projects.

FINANCIAL REPORT

Chris provided an overview of December financials. Chris highlighted on the operational income with the major drivers being on the County allocation and funding from the CARES act. Operational income is currently healthy with a net income of \$524K inclusive of

donations. From a year-to-date perspective operating income reflects a \$12K deficit, adding the relief funding and allocation back net income is \$2 million.

Attention was turned back to the financials and review of the various graphs:

- There is a spike upward in revenue due to the County allocation. The State has authorized rate increases for three months - 10% for vocational and 8% for residential. These rates will be reflected in January financials.
- Personnel expenses are under forecast due to staff shortages.
- Operating expenses are down due to less activity within the organization.
- As previously discussed, there was a spike in the operating income due to the County allocation.
- Actual income is positive. Chris is projecting a deficit for the remainder of the year ending on a positive note.

Chris then reviewed the metric analysis:

- Total residential occupancy is at 94.2%. 1.2% over the target goal.
- Group home residential occupancy is under target due to absences from hospitalizations.
- There was improvement with behavior billing.
- Vocational billing is down due to program closures.
- Hourly staff continues to run under target.
- Operating costs are slightly under the target amount.

The balance sheet shows significant changes with cash from the County allocation and recognition of funding from the CARES Act.

Grant commented on the most recent call with Alliance there was discussion of a pot of money the State has saved from vocational programs being closed due to the pandemic. They are advocating for the State to utilize these savings and distribute a one-time payment to providers. There is nothing definite on what the State will do with this money.

Chris further commented there is a second round of PPP funding. He has been doing some research on the terms of funding and there is a question if we would be eligible. Guidelines of the loan is based on the number of employees with the threshold being 300. He is having discussions with the bank on our eligibility. With the thought of us ending the year with a healthy bottom line, Chris may opt to forego this round of stimulus payment.

It was M/S/P (Coleman/Pickens) to accept the financials as presented.

Over the past couple of weeks, the Board was polled via e-mail authorizing the following items. This will formalize the Board's decision.

- Approval of the 2019 tax returns. The majority responses received approved the returns. **It was M/S/P (Grisier/Fitzgerald to approve the 2019 Tax Returns.**
- Approval of refinancing the interest only loan on 790. Chris negotiated a new loan to refinance the interest loan to avoid the large curtail payments. The new loan will have an annual savings of over \$300K. **It was M/S/P (Ubersox/Grisier) to proceed with refinancing the interest only loan on 790. (Ammentorp abstained)**
- Approval of the sale of 181. This house has been sitting vacant and there has been

a lot of interest in purchasing it. Chris was contacted by a neighbor and a host home provider who are interested in purchasing. There was an interest from The House, but they opted out. Chris contacted the realtor for a market analysis. Normally the house's estimated worth would be over \$300K, but due to the condition of the inside it was lowered to \$298K. Chris reminded members the house was utilized for the Crisis Project and was remodeled to address that need. There would need to be some significant changes made if we would pursue the higher market value. The \$298K price would not be negotiable. **It was M/S/P (Fitzgerald/Grisier) to approve moving forward on the sale of 181.**

REPORTS

FUNDRAISING STRATEGY FOR 2021

Doug referred members to the 5-year Resource Development Plan.

- Goal #1 is to wrap up the Framing the Future Campaign in April. Doug will be reaching out to the "stragglers" to see if they are still committed to fulfilling their pledge obligations. Doug is planning to reach out to donors and concentrate on funding for the various programs. This will also enable us to contact major foundations for further funding.
- Goal #2 is focusing on the grants calendar and new options that may be available by exploring these opportunities to determine which ones will be most fitting for our needs.
- Goal # 3 is to develop diverse resources by engaging each member of the Foundation Board, Board of Directors and alumni members. This would entail shifting capital campaign funders to program/operating funding. Other items under this goal include:
 - Events – double the profit of Tulips and Juleps over the next five years. Continue with the Garden Groove concerts maintain their profit and activity level. Fall Illumination at the Gardens replaced Rolling on the River and was a huge success. Ticket Plans to expand on this event over the next couple of years. A new event is planning to be launched in February of next year, Ice Carving at the Gardens. The same person that arranged the Fall Illumination will be leading this one.
 - The Foundation Board is looking into developing a Legacy Giving Program. The Chair is doing further research into this. We will also be consulting with Western Colorado Community Foundation for their assistance on the development.
 - Will be looking into starting a vehicle campaign in the near future to replace our aging fleet.
- Goal #4 is to utilize donor information incorporating recognition, encouragement and distinguish major donors from other ones. This will entail consistently updating and maintaining the donor database. This will enable us to extract and distinguish donors by donation levels. We will then continue to build on that relationship with various acknowledgments and recognition.
- Goal #5 is to develop a marketing plan to effectively communicate and educate the community on our Mission by expanding and improving our efforts through the social media network.

Fundraising efforts this year were dismal due to the pandemic. Upon the suggestion of a Board member, a postcard was sent out to over 5K people requesting a donation. Though donations were slightly lower than year, we had more donors respond to our request this

year which resulted in several new donors. To expand on the postcard concept, it was suggested to also send it to all the members of the major Foundations to pique more interest and possible funding.

On a final note, Doug commented the Foundation has recruited a couple of new members and one of them would like to attend the next meeting. Doug will provide MaryAnne with the contact information of the Foundation member.

It was M/S/P (Coleman/Ubersox) to adjourn the meeting at 1:20 p.m.

Minutes were approved 2/23/2021 – Not signed
Due to COVID

Secretary

_____ Date