



BOARD OF DIRECTORS MEETING MINUTES – JANUARY 31, 2023

PRESENT FROM BOARD:

Tawny Espinoza, Tamara Krizman, Dave Hayden, Randy Brown, Justin Aubert, Mike Nordine, Terry Pickens, Brandi Coleman, Krista Ubersox, Jim Grisier

EXCUSED ABSENCE(S)

Stephanie Keller, Kevin Fitzgerald

PRESENT FROM STRIVE:

Grant Jackson, Mary Anne Lawrie, Chris Bergquist

OVERVIEW OF MEETING
Minutes were presented and approved.
Grant provided state and organizational updates
Financials were reviewed and accepted.
The Nominating Committee provided an update on term renewals

A quorum was achieved at 12:01 p.m. Dave Hayden presided.

MINUTES FROM 12/06/2022

Minutes were presented and approved.

It was M/S/P (Coleman/Nordine) to approve the minutes from 12/06/2022.

PRESIDENT/CEO REPORT

We have a few positive things going on now that the pandemic crisis is going away. Leadership Team will begin working on strategic planning on what the future is going to look like as an agency with all the opportunities and community partnerships that have been occurring. With that said, Grant provided the following updates:

- **Residential** – We are officially out of our group homes. Olson closed on the 8th of this month and all of our group homes including Victoria are all back in action as host homes. Olson and Victoria are the host home plus model. As previously discussed, where three individuals with high care needs are provided with services and supports from a host home provider. The one difference the plus model offers from the regular host home model, is they receive backup DSP staff to help them in difficult parts of the day whether it's with their morning or night routines or if the host home plus provider just would like to take a break. Everything appears to be going well and the parents and guardians are pleased with this arrangement.

To clarify this model, a member commented that the home is rented to a host home provider. Chris confirmed and reported leases were obtained from the Olson and Victoria providers along with an additional lease for rental of a STRiVE vehicle for

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- transporting these individuals out into the community. One member wondered if this model is financially sustainable. Chris explained the plus model is similar to the host home model with the exception that STRiVE is the landlord. In addition, the rate percentages are the same unless the host home plus provider requests staff assistance at any time, then they would reimburse STRiVE back for those hours worked. Another factor to consider is since we are the landlord, we are responsible for any maintenance expenses that may be incurred. STRiVE will continue to provide behavior and nursing services on as need basis. This move has also allowed us to terminate quite a few independent contractors that assisted with staffing shortages and/or occupational therapies. Another cost savings is we are now down to one and one-half nursing staff compared to the five we previously had. One last question arose in relation to formal authorization from HUD and/or DOLA on rental of the homes. Chris and Grant confirmed that DOLA provided formal consent for the host home plus model. As far as the two HUD homes, there has been no update. The last we heard, the DC office was contacted, and they have not received any responses back from them.
- We are also working on improving financial viability of the CES (Children's Extensive Waiver) program. This program is a pipeline for families to become a family caregiver as their loved ones transition into the adult system. There is a huge need for this program in the community and STRiVE is one of a couple of providers that provide services and supports.
 - In addition, we are looking at offering after school programs for families and/or developing fun activities for individuals by utilizing our Pixel and Botanical Gardens locations, i.e., birthday parties, movie nights, developing clubs and support groups on relationship building.
 - **Vocational/Employment** – There is a lot of activity going on in this area with a huge increase in the number of volunteer opportunities for some of the programs. Project 970, formerly Sweet Beginnings/Sweet Success, switched over to a community volunteer program. Opportunities currently in the works are with Royce-Hurst, CSU Extension Office, Colorado Canyons, and the Food Bank of the West. Thanks to Tamara, Grant met with CMU last week who are interested in hiring a crew to maintain the campus grounds. Enstrom is also looking into permanent opportunities for the individuals we serve.
 - Grant referred to the article in the paper today regarding Project Search, a collaboration between Community Hospital and School District 51, offering students with intellectual and development disabilities internships for on-site training in preparing them for their transition to adulthood. We were mentioned as being a part of the Project Search Development Committee, Grant clarified that it was MDS that participated and not STRiVE. A formal RFP process for "job coaching" will take place and we will be submitting our proposal for this opportunity.
 - We recently hired a supervisor for 508, Wellness & Rocky Mountain Heights programs. This site provides services and supports that have high behavior and/or medical needs. The program has struggled over the last couple of months due to lack of supervision and/or staffing shortages. We believe the new supervisor will have a positive impact on this location.
 - Also working with Western Colorado Community College (WCCC) on an internship with Styles by STRiVE. They will be working closely with Styles crew in creating videos and marketing advertising opportunities. Right now, they will be working closely with KREX in creating a marketable video of STRiVE to present at various community events. Brandi offered to assist with working on the video. Grant will let

the supervisor know of her interest.

- **Behavior** – We are in the process of growing our Behavior Department now that we have a Board-Certified Behavior Analyst (BCBA) on staff who oversees three Behavior Line Staff and a Behavior Specialist. We are also looking at contracting with another BCBA for counseling services and supports.

FINANCIAL REPORT

Chris reviewed the December financials. Operational income reflects a positive \$526K; adding donations back in reflects \$578K to the good. The major factor is funding from Mesa County was recognized. The allocation was around \$630K a slight increase from last year. Year-to-date operational income reflects a positive \$353K; adding donations back in reflects \$613K to the good.

Revenue is right on pace with where we forecasted.

Personnel expenses are under forecast due another group home closure.

Operating expenses are trending up with the increase in host home providers. We are seeing a decrease in expenses on contracting services assisting with staffing in the group homes.

Operating income is above forecast due to the funding from Mesa County. The only difference in the net income compared to operations is the addition of extraordinary donations.

Chris reviewed the metric analysis:

- Total residential occupancy is above forecast due to group home closures and individuals moving to host homes.
- Group home residential occupancy is under target at this time based on the previous information. This metric will be phased out.
- Behavior billing is slightly under forecast. We should start to see improvement in this area with the addition of a couple behavior line staff.
- Vocational billing was slightly under target. This area continues to struggle with attendance issues.
- Hourly staff continues to run below target due to staffing shortages and group home closures.
- Operating costs are running close to forecast.

From a balance sheet perspective, cash and assets look good. Accounts receivable is down due to not receiving the ERC credit from the IRS. Current ratio is 3.94, debt to equity 0.26 and month's unrestricted cash 7.38.

It was M/S/P (Coleman/Grisier) to approve the financials as presented.

Investment Opportunity

Chris had one more agenda item pertaining to an investment opportunity. Chris did reach out to the Finance Committee in reference to investing a portion of our Money Market into a short-term certificate of deposit based on the interest rate increase and is now requesting an opinion of the full board. The strategy would take a ladder approach by buying a three month \$200,000 certificate of deposit and do the same thing in months two and three, for a

total investment of \$600K. The first one would mature on the fourth month and giving us the option for a pay out or reinvest or not assuming the interest rates are still favorable to do this with the other two CDs maturing in months five and six. This led to an open discussion pertaining to the potential risk on the building note along with our relationship with the bank, what their interest rates are currently, the possibility of having to move accounts to another financial institute, the mortgage loan being tied to the operating expense, consideration only to moving the money market, does this create risks associated to the payout rates and if a risk assessment is in place, current investment policy, current interest rates offered through local institutions, fixed versus variable interest rates, past experience with a local bank, reach out to current bank to discuss interest rates in addition to connecting with Steve A. for input, etc. Chris wondered if the Board was comfortable with the ladder philosophy and knowing the biggest exposure would be three months for the payout. The Board appreciated the discussion but are not ready to advise based on the current information. The Board requested for Chris to create a side-by-side comparison of different financial institutions, interest rates and payouts, allowing them to review the information and make a sound decision based on the table along with reaching out to our current bank regarding interest rates. Once Chris has collected the information, it will be forwarded to the Finance Committee for further review prior to presenting to the full Board for approval.

REPORTS

Nominating Committee

As a reminder, the Executive Committee are the Nominating Committee members. The primary responsibility is to assure that we have a full board and also an engaged board. Dave, Kevin, and Grant met to review the current members and noted there were a few of them whose terms are expiring. The Committee will be contacting them to find out if they are still interested in being re-elected. The proposed nominating slate will be sent out in April to members.

Another area discussed was improving board engagement. The Committee is recommending that we move to quarterly in-person meetings and continue the remaining meetings via Zoom. The first in-person meeting is scheduled for March 28. One member requested advance notice of the meetings so that he can update his calendar. MaryAnne will forward the information of the meetings. Leadership Team will be invited to the in-person quarterly meetings. The meeting will be called to order once members have completed their lunch.

Grant will also be scheduling a social mixer with Board members and the Foundation Board in the near future.

Grant informed members that Steve Ammentorp is developing an Alumni Board. He is in the process of contacting ex-members to see if there is interested. A get-together will be scheduled at 790 Wellington.

On a final note, Dave reminded members that the March meeting will be held in person.

It was M/S/P (Coleman/Ubersox) to adjourn the meeting at 1:06 p.m.

Approved via Zoom 02/28/2023
Secretary

02/28/2023
Date