

**THE CEDARS OF MARIN  
BOARD OF DIRECTORS RETREAT  
November 14<sup>th</sup>, 2020**

**Time and Place:** The Board of Directors of The Cedars of Marin held its annual retreat on November 14, 2020 remotely via Zoom, upon notice duly given.

**Participants:** Participating in the Board meeting in person were Scott Clifford, Scott Erickson, Mary Gordon, Betty LeFevre, Dan Leese, Gail McCallister, Julie McInerney, Madeline Miller, Anna Rosen, Steve Shaw, Deb Stutsman, Rebecca Sullivan, and Terry Ross.

Also attending the meeting by invitation were: Amy Wolff, prospective board director, and staff members Chuck Greene, Jeanne Lipson, John Pope, Sue Sherer, Cheryl White, KC Coco.

**Opening Statements:**

President Scott Clifford called the meeting to order at 12:02 p.m.

Scott introduced Amy Wolff, brother of a current resident and daughter of former board member, Jane Brown.

Scott congratulated Cheryl White on the 2020 James Latin Memorial Award and thanked all staff for efforts during this challenging time. The September meeting minutes were deemed approved by the board.

**Action Item:** Please complete your 2020 Action Plan and send to Jeanne Lipson as soon as possible.

**Executive Director Report**

Chuck Greene described the staff's response to the pandemic as solution-oriented, collaborative, innovative, entrepreneurial and proactive. These were in fact, the organizational values that we identified at our retreat last year with Jonathan Kaufman from Third Plateau. These values show up at Cedars both organically and through pragmatic and focused ways.

**Action Item:** Consider getting involved in the organization in other ways that resonate with you.

**Best Expression, Break Out Room**

Team-building experience.

**Finance Report**

There were only two departments with negative variances at year-end (Artist Within, and Administration due to market changes).

**Programs Now and In the Future**

Cheryl White described the programmatic challenges and lessons-learned as a result of COVID-19. Major challenges have included: balancing safety with choice and personal rights, meeting individuals' needs, supporting staff, supporting families, and responding to continuously changing protocols and policies.

Cheryl shared how our programs have strengthened during this time (e.g. technologically) and how lessons learned will inevitably shape our services in the future.

### **Safety Update**

John Pope listed all of the components being addressed by the safety team. Board members can reach out to John or KC Coco if they would like detail on any safety plans.

### **Diversity, Equity and Inclusion (DEI)**

Chuck began what will be an ongoing conversation, with the key question, "what does it look like for Cedars to be an Anti-Racist organization?" The board followed with a robust discussion that we may follow up on at our February meeting.

### **Strategic Planning**

Chuck provided a high-level overview on strategic planning process and progress to date. Julie McInerney highlighted the progress we have made with Person-Centered Planning and emphasized that COVID-19 has provided unexpected opportunities in this work.

Chuck asked the board to consider how they would like to make strategic decisions going forward given the likelihood of ongoing uncertainties. More specifically, given the board only meets four times per year, what information will help provide the context they need to make decisions.

**Action Item:** At the next board meeting staff will present challenges, trends, risks/contingencies and financial implications.

### **Board Dashboard Goals**

Chuck introduced the dashboard tool and new metrics for 2021.

**Action Item:** Send any comments or feedback to Scott or Chuck. At the February board meeting we will have our first assessment complete.

### **Adjournment**

There being no further business, the meeting moved to Executive Session at 2:02p.m. Pacific Time.

Respectfully Submitted  
Debbie Stutsman, Secretary  
The Cedars of Marin Board of Directors

### **Move to Executive Session**

In Executive Session, the Board considered the nomination of Amy Wolff as a member of the Board of Directors. Following discussion, Amy was elected unanimously by a show of hands.

Regarding the re-election of three Board members, Steve Shaw, Debbie Stutsman and Madeline Miller, there was a motion to hold the vote by email, which was seconded and approved. This matter required a unanimous return of votes.

The Board was also asked to review, sign and return to Anna the annual Code of Ethics and Conflict of Interest Statement for 2020-2021 fiscal year.

Anna reported receipt of unanimous response from the Board affirming the re-election of these three Board members to another three-year term, which terms will end September 30, 2023, as well as signed Code of Ethics and Conflict of Interest Statement from each Board member.

Respectfully Submitted 29 January 2021  
Anna Rosen, Governance Committee Chair