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Community Connections

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281 Sawyer Dr., Ste. 200, Durango, CO 81303
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Community Connections, Inc.
Board of Directors Meeting
February 24, 2021
2:30-4:30pm
Microsoft Teams Virtual Meeting

Present: Sarah Kahn, Chairperson; George Glass, Vice-Chair; Cynthia Sadler, Secretary; Jim Denier, Board Member; Janice Moen, Treasurer; Richard Siegele, Board Member

Absent: Bob Conrad, Board Member; Alexandra Rodriguez, Board Member; Kicki Searfus, Board Member; Cathy Sykes, Board Member

Present from CCI: Tara Kiene, President/CEO; Shannon Kreuser, Chief Financial Officer; Laura Alsum, Executive Assistant to the CEO/President; Judy Schreckenbach, VP of Human Resources; Ellen Stien, VP of Marketing & Development; Elizabeth Fabrey, Vice President of Case Management

Guests:

1. Call to order

- Sarah Kahn, Chairperson, called the meeting to order at 2:34pm and presided. Laura Alsum, Executive Assistant to the CEO/President recorded the minutes. A quorum of directors being present, the meeting proceeded with business.

2. Introduction of guests and public comment

- Elizabeth Fabrey, Vice President of Case Management

3. Case Management (CM) Department report

- Elizabeth Fabrey, VP of CM, provided an update on the current happenings in case management.
 - Payment methodology
 - CM has a whole new way of getting paid. They have been working really hard just to try to work on how to dial in how they can make sure that they're maximizing all the revenue that they can possibly get with this new payment methodology. They were given very short turn around time to submit corrections to the State, so they're just trying to really drill down that process to make sure they are really maximizing and staying on top of all that.
 - Tara and Elizabeth met with Starpoint (the CCB in the Canon City area) and HCPF to talk about the lack of viability of the new payment.
 - Single Entry Point (SEP)
 - 1st few months building support and trust and cleaning things up with the Program. A couple of the SEP staff left after the acquisition but SEP is now fully staffed.
 - CCB



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- With the new payment methodology they looked at the numbers and knew the current business model was not sustainable and was going to have to be restructured. Elizabeth completely restructured the CCB and created 2 new positions, although with reduced FTE.
 - Created a State general fund and Children's Case Manager position. All of the State and OBRA clients, all of the Children's HCBS clients, and all of the Children's Extensive Support waiver clients have 1 Case Manager (CM).
 - Elizabeth feels this is a really good customer service and business service idea. The monitoring requirements for all of those programs are a little different. They're not as much as State general fund and CHCBS programs. This means that the CM can carry a higher caseload. Other CM caseloads are in the 40s and that CM is in the 50s. They can also have the higher caseload because they do not have to have 4 face to face contacts with everyone. Some of these funding sources only require 2 per year.
 - The other reason the decision was made to combine these programs into one position is so there is one point of contact. If you have a child with a disability and you're trying to figure out what possible programs make the best fit, you might get bounced around the system. If families have access one case manager that knows all of the children's programs, that person can help if the child's needs changed over time. The family would still have the same CM to help transition.
 - Elizabeth promoted Danielle Bradford to a CCB Program Manager to align with the SEP Program model. She will also help support Elizabeth and all of the work that we're doing. She also carries the caseload but her caseload is in the 20's.
- The CMs have not been able to physically see clients face to face for 11 months. CM really thrive in those close relationships that are built with families and it is a lot harder to do virtually. CM has been doing all of their monitoring through video or phone. They have not been able to go out and actually see clients and are really looking forward to the day when they can.
- Future—what does that vision look like moving forward to build one cohesive Case Management agency for the CCB and SEP Programs
 - Elizabeth created a best practice list of all the things that the programs are doing, all the processes that are being clean up, and everything being



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aligned to create this Case Management agency. When the State releases the RFP for the new Case Management agencies, CCI can decide to submit a proposal that shows a strong track record. Elizabeth is trying to be proactive and positioning CCI for what that future is looking like. The new payment methodology has resulted in increase revenue for the CCB which is something that Tara and Elizabeth have been working really proactively on trying to figure out how we can fix it (if it is fixable).

- Children and Family services
 - Pat Smith, Director of the Children and Families Program, last day is tomorrow and Scott Kuster will be taking over her position.
 - Scott Kuster will be at the March BOD meeting to give more updates on the Program.

4. Action Item: Approval of Minutes

- **Sarah Kahn, Chairperson, asked if anyone opposed approving January minutes with George Glass Board member title role amendment to Vice Chair. No opposition raised. Minutes approved.**

5. Finance Committee

- Monthly Financials
 - Janice Moen, Treasurer, provided an overview of the financials
 - On the Statement of Financial Position (Balance Sheet) -
 - Looking at all the cash / CD balances, our cash has decreased by \$475,125 since July 1, 2020.
 - Accounts receivable has increased by \$212,660. We received \$138,420 in Medicaid claims on 2/4/21. Normally we would have received in the previous month. Furthermore, our A/R has increased due to Local Contributions awarded in the amount of \$62,000. We only received \$5000 of the awards in January. The remainder will be received in February and March. The City of Durango award of \$10,000 will be received monthly starting in February. Since February is a short month and ends on the weekend, our A/R will likely remain high at 2/28/21.
 - Accounts Payable has decreased by 224,102. In December we paid a large payable in the amount of \$72,000 that was sitting on the books since 6/30/20. This was paid to HCPF for unused revenue in State SLS.
 - The new Board Reserves amount is 919,818.
 - On the Summary of Revenue and Expenses -
 - We ended January with an Operating Surplus of \$23,342. This surplus is attributed to our local contribution awards. We budgeted an operating deficit of \$18,567. We ended January with an surplus of \$21,796 with our unrealized gain on investments.



- Year to date, the operating revenue is \$19,105.38 more than budget, mainly found in Other revenue. Our local contributions came in higher than expected and our FOT event revenue exceeded our budget. Our labor is coming in lower than budget. Year to date the operating expenses are \$31,689 less than budget, mainly explained in Labor and Other Operating expenses.
- Year to date, we have an operating deficit of \$172,186
- On the YTD comparison to prior fiscal year-
 - Comparing to the prior fiscal year, the revenue is down \$252,548. Medicaid revenue is down by \$526,950. This decrease already exceeds the last prediction on how we would end the fiscal year. If services stay at the current level for the remainder of FY21, we can expect a decrease in Medicaid revenue by \$903,000 compared to the last fiscal year. December and January services were way down in services.
 - Total labor expenses are up by \$54,869 but that is because of the new contract for case management services.
 - Professional Service – Host Homes is up \$63,074. We increased their rate for 1/1/21-6/30/21 due to not having respite and day services.
 - Our other operating expenses are down \$25,412.
 - Total expenses are up \$96,357.
- On the Summary of Revenue and Expenses by Program –
 - Most departments are exceeding budget except for FSSP. The FSSP budget was not adjusted down like the other programs. We have always spent our FSSP dollars so we are hoping they will be able to do the same in the current environment.
- **A motion was made by Richard Siegele, Member, to approve Financials. The motion was 2nd by Jim Denier, Member, and passed by all.**

- 990

- Janice Moen provided an overview and explanation on different sections of the 990.
- The first page is mainly comparative to last year and is the summary page. If people are looking at our 990 for grants, which they do, this is the page where they can get a quick picture of the organization and how we did compared to last year.
- Page 6 is regarding IRS and tax compliance. This is important for board members to look at and make sure we're in compliance with all the IRS tax forms and tax payments. Board members are responsible for payroll taxes. It is important to watch the financials to make sure we don't have unreasonable tax liabilities and are paying applicable taxes.



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- The next important page is governance. This page talks about our board members as a governing body and the policies we have set up. Line 1A and B shows that we are independent board members, which is a good sign for anyone reading the 990 policies. This page also shows that CCI has all the important policies in place. Some are not required but they are strongly suggested by IRS and we do have all those policies in place. The Finance Committee is going to begin looking at policies and procedures, like an audit committee. That way we are able to make sure CCI has procedures in place to make sure these policies are actually occurring.
- Page 10 is our statement of functional expenses which divides our expenses between programs.
- Page 23 lists all of our donors and government funding that is over \$5000.
- Page 27 is where we report our political campaign and lobbying. If CCI had any political activities we could lose our tax exemption, therefore we can not do political campaigning. It was reported on Page 3, on the 990, \$14,194.00 that was spent. That was mainly activity related to contacting legislators on disability-related issues and from being a member of a professional organization that provides some lobbying.
- Page 36 details our fund raising activities and if you go to page 37 it shows the Festival of Trees. On Part 3 gaming, we do have a portion of festival trees that is ticket sales for the raffle. The raffle is considered gaming and it's not recorded here because it was less than \$15,000.
- Page 40 is about the conflict of interest policy and if we have documents available for the public.
- **A motion was made by Richard Siegele, Member, to efile the 990. The motion was 2nd by Jim Denier, Member, and passed by all.**

6. CEO Report

- Tara Kiene, CEO/President, checked in with the Board to see what they thought about having the option of an audio report? Tara stated that she was experimenting with ways to make some of our board documentation and information a little bit more accessible to a wide variety of people. Sarah stated it was well done and it is really important for CCI to be intergrative and accessible. Janice stated that if there is something important, Tara might have to bring up and talk about during this agenda item just in case some people do not have time to listen to the video version. The Board and Tara discussed how much extra time it would take to do a written and video version vs written or just video.
 - The consensus is that the video allows more time at the board meetings to discuss other topics. Tara will include an outline so that members are able to look at the outline and know they need to listen to that part of the video. If there is anything in particular that Tara would want to make sure the Board paid



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special attention to or noted, she will include that as a bullet point in the Board meeting or put in the email she sends to the Board

- Tara stated that we need to keep our eyes on the joint budget committee supplemental. Even though CCI just reconciled our budget, it looks like it is very likely that the State is going to be sending CCI more money than what was expected. CCI will be able to go back to mid-July and everything that we have billed for Day Program, Supported Employment, and Transportation we get to bill an additional 27.4%. That is 27.4% of a very small number of services that we were actually providing, but at least it's a significant chunk more than what we were receiving. If that supplemental passes, which supplementals usually do, we are anticipate receiving instructions from Health Care Policy and Financing on how to go back and bill for everything that already occurred.

7. Fund Development Committee (FDC) Report

- Cynthia Sadler, Secretary, provided an update from the last FDC meeting. The FDC is looking at moving the raffle and separating it out from Festival of Trees and making it a separate event on its own. The FDC believes we would be able to do the raffle in the summer and that way we have great weather for outdoor sales. Also by separating it, CCI has the ability to recruit more volunteers and not overload those we have now. By separating the raffle, we might also keep CCI in the minds of local citizens during multiple times of the year. The Committee also feels that it could be a really good way to handle sponsors. We are asking sponsors to step up in a lot of ways and having two separate events would help to not call on the same people all the time. Sarah added it might create more revenue and she sees it as "dipping into a Summer and Winter pot".
- Sarah Kahn, Chair, reminded the Board about the form that discussed what each member's involvement level would be, i.e. different Committees and fundraising. She asked that if a Member has not turned theirs in, it needs to be submitted by tomorrow. It is almost March and working on the Festival of Trees is starting even now. Sarah would like to know what each person is wanting to do and where they can be involved.
- The FDC is going to start reaching out to donors. Sarah recommended that Board Members do that on a personal level, in each of their own areas, would create that personal connection. If there's anyone on the board who feels like that would be something that they would want to do, please contact Cynthia, Sarah or Ellen. Let them know if you would like to be one of those people to call, connect or send a letter. Tara clarified that it is more about reaching out and saying thank you and we appreciate you. Even offering information on things coming up this year. It is not about asking for money but just adding a personal touch with gratitude.
- Ellen Stein, Vice President of Marketing & Development, provided an update the Kroegers Ace Hardware is moving CCI's roundup two weeks to September. That works well with asking Board Members to volunteer at a different time of year as well as when we also need their help during Festival of Trees and formerly the raffle at the same time. Ellen stated that Joel Krueger (owner of Kroegers) thought that we would do better at



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the store at that time instead of during the holidays because people are so focused on the holidays.

- Ellen also asked the Board to look at the board development dashboard. It shows how well we have done with fund raising this year and how we are above what we had planned conservatively as a goal.

8. T-shirt discussion

- Tara presented the survey that was done in response to a suggestion that Cathy, Member, had concerning CCI t-shirts for volunteers and staff
 - A lot is going to end up being propelled by cost.
 - After a discussion, we will come back to this in March with what has been received from a t-shirt design contest and a few price points.

9. Board Policy Manual Report

- Sarah has almost everything compiled for the HR Policies and will be emailing the final product to Tara so she and Judy (VP of Human Resources) can review it before it is presented to the board.

10. Training: What should be Included in Bylaws? Video

- Sarah asked if everyone was able to go through the Bylaws in the Board packet and if any changes need to be made. Janice found another reference to “beginning of year” in article 7A, page 4. She recommended the wording to be changed to “annual”. The wording to “annual” was changed in one section of the paragraph and not in the 2nd and is now updated.
- Sarah will be sending out the CEO/President evaluation form to the Board. She asks that they fill out and get back to her as soon as possible
- Before voting on the Bylaws, Tara recommended watching a Bylaws training. She recommended that each Board member get out their copy of the bylaws really compare it to the training to see if we are missing anything. A video training was shared called 14 Secrets to NOT leave out of your Non-Profits Bylaws.
- There was discussion concerning termination and resignation, part 4F. Janice recommended removing the wording 3 consecutive meetings and change to who misses 75% of the meetings in a fiscal year would be basis for dismissal except under certain circumstances which would be discussed by the board and approved by the board.

11. Bylaws Vote

- To be in compliance with the Bylaws, we have to give 15 days notice with the changes stated above. Tara will make the updates, send it to the Board, and the Board will make the final vote at the next meeting.

12. Other

- Sarah will set up an Executive Committee meeting in March. She recommends setting up a monthly recurring meeting.



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Regular session adjourned at 4:11pm

Respectfully submitted,
Laura Alsum, CEO/President Executive Assistant

Board of Directors Secretary Approval:


Cynthia W. Sadler (May 6, 2021 09:27 MDT)

Cynthia Sadler






2021-2-24 BOD Meeting Minutes

Final Audit Report

2021-05-06

Created:	2021-05-04
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