



Monday, July 20, 2020

5 to 7 p.m.

Via Zoom (Instructions on Page 3 of this packet)

Board Strategic Planning Agenda

	Settle in and Welcome / Jeff and Miki
5:00	One word that describes how you are feeling about the world as we know it now.
5:05 pp. 4-13 pp. 14-20	Business Items <ul style="list-style-type: none"> • Consent Agenda Items – June 22 Meeting Minutes, CEO Report, Fundraising Report, Board Goals • May Financial Report – Janice Jacobs
5:35 pp. 21-23 pp. 24-27 pp. 28-30	Quick Review: <ul style="list-style-type: none"> • The retreat process / Vision-Obstacles-Initial Areas of Focus model / what we did & where we ended • Taking the Pulse of Kerr’s Leaders / 4 Questions (from your packet) • Vision for the Board that can take Kerr into the Future / Obstacles and Challenges to Living the Vision (from your packet)
5:40	Updating the Conversation: <ul style="list-style-type: none"> • Celebrate success in Succession Planning and Board leadership transition • Celebrate success on streamlining the organizational structure / implications for the future • COVID 19 / shared understanding of the impact to date and expectations for the next 1 – 2 years • Elevation of the conversation about systemic racism & diversity, equity, and inclusion / ensuring Kerr Leaders have a clear message and plan or planning process in place
5:55	Board Strategic Plan: Creating the Board that can take Kerr into the Future
	<u>Vision</u> Is there anything you would add, remove, or change in the current Vision so that they better reflect the environment in which we find ourselves? <ul style="list-style-type: none"> • Discussion in Small Groups / Zoom Breakout room <ul style="list-style-type: none"> ○ Individuals make notes / review prework notes ○ Small groups create proposal for additions, removals, or changes • Report Out from small groups
	<u>Obstacles</u> Is there anything you would add, remove, or change in the Obstacles so that they better reflect the environment in which we find ourselves? <ul style="list-style-type: none"> • Discussion in Small Groups / Zoom Breakout room <ul style="list-style-type: none"> ○ Individuals make notes / review prework notes ○ Small groups create proposal for additions, removals, or changes • Report Out from small groups
6:25	<u>Initial Areas of Focus</u> Over the next 6 – 9 months, what 2 – 3 impactful actions can the Board and Leadership take to facilitate the Board getting around the Obstacles to move closer to the Vision for the Board <ul style="list-style-type: none"> • Discussion in Small Groups / Zoom Breakout room <ul style="list-style-type: none"> ○ Individuals make notes / review prework notes

6:55	<ul style="list-style-type: none"> ○ Small groups identify what they believe are the 2 – 3 most impactful actions the Board can take to get around the Obstacles and closer to their Vision for the Board ● Report Out from small groups <p>Wrap up / Next Steps</p> <ul style="list-style-type: none"> ● The notes from this meeting will be typed up for your review. ● Using the model from the retreat / Board structure change: <ul style="list-style-type: none"> ○ Jeff will put together a proposal for how to operationalize the Initial Areas of Focus and will identify who on the board he believes has expertise to move each area forward. ○ Jeff will review his proposal with Executive Committee on August 18th for their input. ○ Jeff will review the proposal with the full Board on September 21st for discussion, input, and approval. ○ For each Area of Initial Focus, the Board experts, Jeff, and the SLT members with expertise will consider, research and create a proposal for an approach to getting result in that area.
7:00	Adjourn

Next Board Meeting: September 21, 2020

Joining the Meeting:

- **Board Meeting Zoom Link:** <https://us02web.zoom.us/j/86071530836>
 - The link is available from 4:30 – 7:30pm so if you want to sign in early and then do some other work, please feel free to do so. We will meet from 5 – 7pm and need to get started on time given the agenda that evening.

- **Instructions for Using Zoom**
 - Give yourself a few minutes to get onto Zoom.
 - When you click the Zoom link above, you'll be asked to confirm that you want to open zoom.us.
 - Click to confirm.
 - If you have any difficulties when you click on the link, copy and paste it into your internet browser and hit return.
 - On the next screen, click on "Join Audio Conference by Computer."
 - Please make sure your camera works. If not, when you get into Zoom, click the video icon in the bottom left corner to "Start Video."
 - Once in Zoom with your camera on go to the top right corner where you will have the option of speaker view or gallery view. In gallery view you will be able to see a number of participants depending on your device. In speaker view, the person who is speaking is typically enlarged.
 - Phones typically show up to 4 people at a time, tablets and laptops show more, and desk top computers typically show the most people at one time.
 - Everyone is on screen during the meeting and, in gallery view, you can scroll to see others even if they don't all show up on your device at once.
 - When we're done with the meeting the meeting will be closed or you can move your cursor to the bottom right and click "Leave meeting."

- **The flow of the meeting:**
 - The board and SLT will start by spending 30 minutes on business issues.
 - After that we will be working together to continue the work on the strategic plan for creating the board that can take Kerr into the future:
 - For the business meeting, we will be on Zoom as a group the whole time but when we move into the strategic discussion, we will move between small group discussions and large group sharing and discussion.
 - Zoom has virtual Breakout Rooms for small group discussions.
 - When our facilitator, Linda Carpenter, is ready for us to go into breakout rooms you will get a message to click on your specific breakout room. It's as simple as that.
 - Linda will give the groups direction and let the small groups know how much time they have in their breakout room.
 - When that time is up, you will be brought back to the large group for sharing.
 - As always, our goal is to be efficient AND ensure we have heard from each of you as you are creating a Vision and plan for creating a board that can take Kerr into the future.
 - We have incredible expertise on our board and we want to use it well so it's exciting how well our process worked to move the integration of the two boards forward.
 - This was our process:
 - **There was a mandate from the board** to explore moving this forward.
 - Jeff suggested we **engage the two members who had the expertise to move this forward.**
 - This **small group worked together to gather information and make recommendations** to the board.
 - The **recommendations were presented to the Board for discussion, input and approval** (in future discussions the Board may ask for further work.)

ALBERTINA KERR CENTERS
Joint Governing Board & Foundation Trustees Meeting Minutes
June 22, 2020
5 to 7 p.m.
Via Teams

Governing Board Members Present

Teri Barichello, David Boxberger, David Connell, Miki Herman, David Lake, Paul Litwinczuk, Melissa May, Craig Payne, Lisa Powell, Karen Rasmussen, Laura Shipley, John Thoma, Dennis Warneke, David Wilson

Excused

Susan Hobbel, Jill Nickerson

A quorum was present.

Foundation Members Present

Catherine Bekooy, Jeff Carr, Kim Curry, Miki Herman, Rod Malone, Heidi Steeves, Sarah Robinson

A quorum was present.

Staff Present

Anne Adler, Van Fields, Owen Gibson, Janice Jacobs, Craig Rusch, Matthew Warner, Derrick Perry

Convene (David Boxberger, Governing Board Chair; Miki Herman, Foundation Chair)

David and Miki convened the meeting at 5:03 p.m.

Approve Consent Agenda

- Minutes of the April 20, 2020 Joint Governing Board & Foundation Trustees Meeting
- CEO Written Report
- Proposed Meeting Schedule for FY2020-2021

ACTION: David Wilson moved that the consent agenda be approved. John Thoma seconded. The motion passed via unanimous vote.

An update on the Marion County staff who tested positive for COVID-19 was requested. The staff is hospitalized and doing okay. All associated group home residents and staff were tested and all results were negative for COVID-19. No other reports of positive tests within Kerr clients and staff have been reported. Conversation was held about Oregon Health Authority notifying insurance carriers and providers expanding coverage and testing for all health care employees by the end of September. This is to be seen.

Recognize Outgoing Board & Foundation Members (Jeff Carr, All)

John Thoma and Catherine Bekooy will be terming off the Board and Foundation, respectively, beginning July 1st, 2020. Both of them have been invaluable members of Kerr board leadership since 2014. They will be greatly missed. David Boxberger was thanked for his two years as Board Chair. David will stay on as Immediate Past Chair while Miki Herman takes over as Chair, also beginning July 1st.

Review New Board Structure & Bylaws (David Connell, Jeff Carr)

Jeff thanked David and Melissa May for their legal expertise in updating the Kerr Governing Board and Foundation Trustees'. Appreciation was extended to David and Buchalter Ater Wynne LLC for re-writing the Articles of Incorporation and Bylaws on a pro bono basis. In addition to the updates, the purpose of

the revisions is to narrow the scope of the Foundation's focus to investment management, and to shift fundraising and all other duties to the Governing Board. The revisions reflect necessary changes to affect the two new boards and some changes to Oregon non-profit statutes, updating powers of the Board. Three members of the Foundation transitioned over from the Investment Committee, plus CEO Jeff Carr and one Board member will currently represent the Albertina Kerr Centers on the AKC Foundation Board. The majority of members will be elected by the Governing Board. The Foundation quorum changes to 50% to make a quorum. Section 7 of the Foundation bylaws came from the Investment Committee Charter. Some provisions around video conferences were updated, as well as actions taken by email. The Board Chair term is clarified to reflect being elected every year; however, the expectation is that the Board Chair will commit to serving two consecutive years. A new law updates conflict of interest statements. The code of ethics will be updated for review at the August meeting.

ACTION: Miki Herman moved that the Resolutions to be Adopted by the Board of Directors of Albertina Kerr Centers include:

- 1. Albertina Kerr Centers Amended and Restated Bylaws;**
- 2. Albertina Kerr Centers Foundation, Inc. Amendment to Articles of Incorporation; and,**
- 3. Albertina Kerr Centers Foundation, Inc. First Amended and Restated Bylaws.**

David Wilson seconded. The motion passed via unanimous vote.

ACTION: Heidi Steeves moved that the Resolutions to be Adopted by the Board of Trustees of Albertina Kerr Centers Foundation, Inc. include:

- 1. First Amendment to Articles of Incorporation; and,**
- 2. Amended and Restated Bylaws.**

Jeff Carr seconded. The motion passed via unanimous vote.

ACTION: Miki Herman moved that the Governing Board Approve New Terms for Governing Board Members Craig Payne, Karen Rasmussen, and Dennis Warneke Starting FY2020-2021 through FY2023-2024. David Lake seconded. The motion passed via unanimous vote.

ACTION: Melissa May moved that the Governing Board Approve the Following Members of the Foundation Board of Trustees to Transition as New Governing Board Members for Terms Starting FY2020-2021 through FY2023-2024:

- 1) Kim Curry – Program & Accreditation Committee;**
- 2) Rod Malone – Finance, Audit & Compliance Committee; and,**
- 3) Heidi Steeves – Program & Accreditation Committee.**

David Wilson seconded. The motion passed via unanimous vote.

ACTION: John Thoma moved that the Governing Board Approve the Slate of Officers as follows:

- 1) Miki Herman, Governing Board Chair, FY2020-2021*;**
- 2) David Lake, Governing Board Chair Elect, FY2020-2021***
- 3) Paul Litwinczuk, Finance, Audit & Compliance Committee Chair Elect, FY2020-2021*; and,**
- 4) Lisa Powell, Program & Accreditation Committee Chair Elect, FY2020-2021***

David Connell seconded. The motion passed via unanimous vote.

ACTION: Catherine Bekooy moved that the Foundation Trustees Approve the Following New Members of the Foundation Board of Trustees:

- 1) Jeff Carr, ex-officio**

- 2) Terry Donahe, Trustee
- 3) Mary Lago, Trustee & AKC Board Designated Representative
- 4) Paul Litwinczuk, Governing Board Representation on the Foundation
- 5) Sarah Robinson, Trustee

Heidi Steeves seconded. The motion passed via unanimous vote.

Review Operating, Capital & Cashflow Budgets as Recommended by the Finance, Audit & Compliance Committee for FY2020-2021 (Karen Rasmussen, Janice Jacobs)

- Karen reported that Janice presented the proposed FY2020-2021 budget at the most recent Finance, Audit & Compliance Committee meeting. The Committee reviewed and discussed it in detail. The Committee recommends the budget for final approval by the Governing Board.
- Janice provided an overview of the budget, explaining that, due to uncertainties of the COVID-19 situation, this year's budget is built from the top line down, using trending data and a conservative approach.
- Investments will be managed by the Foundation, while shifting philanthropic funds into the operating budget. The investment spend rate remains at 4%.
- Sales to the public reflects Kerr Bikes only now with the closing of Albertina's Place shops.
- The budget is balanced and includes the \$500k contingency, consistent with previous budgets.
- Cuts in the State budget have not been announced yet, however, Kerr's budget is built assuming 6% cuts in DD reimbursement rates.
- Expenses managed through headcount include: 17 layoffs; additional reduction of six staff in programs as revenue shifts; and 10% reduction in pay for admin staff through fiscal year end.
- Salaries and wages are budgeted with a 4% staff vacancy rate.
- Payroll tax goes up due to unemployment expenses, and health premiums will also increase.
- Contract labor is stabilized with the open positions now filled in Accounting.
- The Hillsboro office and PALS building will close. Some moving expenses associated with those closures are included.
- Extra security measures are needed at the Gresham Campus.
- Epic expenses will decrease as roll-out to the final group homes is completed. Some capital expenses associated with Legacy's support of Epic implementation will end.
- The capital budget is lean for the year, decreasing from \$2 million in the previous year to \$1.2 million in FY2020-2021.
- Cash flow has the potential to require use of the line of credit during only a couple of months.
- The budget is balanced while being realistic about potential cuts. Reductions were decided upon and implemented early. The announced upcoming special legislative session is not about the State budget, however, it is anticipated budget discussions and decisions will be made in August or September.
- Different counties' revenues for DD services are due to the different make-up of the homes. Kids' homes produce higher revenues than adults' homes.
- Community based services are an unknown at this time, so Kerr's plan is conservative.
- Members acknowledged the difficult task Janice Jacobs and the senior leadership team members worked through in these most uncertain times.

ACTION: Karen Rasmussen moved that the Operating, Capital and Cashflow budgets for FY2020-2021 be approved. Laura Shipley seconded. The motion passed via unanimous vote.

Executive Session

Board and Foundation members did not hold executive session.

Adjourn

David Boxberger and Miki Herman adjourned the meeting at 6:35 p.m.

Recorded by Holly Edgar, Corporate Secretary

ALBERTINA KERR

July 20, 2020

Report to the Albertina Kerr Board

Jeff Carr, CEO

Introduction

It's been a much shorter timeframe between board meetings than normal, so this update will be shorter than you may be accustomed to. Our goal for this meeting is to use the bulk of our time to focus on board development and how we build the board that Kerr needs for the future. We will be picking up where we left off at our Board Retreat at Skamania the last weekend of January/first weekend of February. Please read the materials in your packet ahead of time and give some thought to the questions we will be grappling with at the meeting. It will enable us to accomplish much more during our limited time together.

Staffing Updates

We are interviewing a finalist for our Director of Children's Mental Health on Thursday, June 16th and hope that this will be a good fit in filling this position.

Organizational Highlights

May Financials & FY 2020-21 Budget Update

Janice will be presenting our May financial report and a forecast of where we think we will land at the end of the 2019-2020 Fiscal Year. A couple positive notes since our budget conversation last month in that we received notification of two significant items. First of all, Kerr applied for some \$15 billion in federal funds that were available for organizations that provide services to Medicare and Medicaid recipients. Without going into the formulas for how the federal government calculated what you were eligible for, we were notified a few weeks ago that we received \$162k in support. Kudos to Owen Gibson and Janice Jacobs for their good work on completing and submitting this complicated application!

In addition, while we budgeted for a **6% DECREASE** in our I/DD funding from the State of Oregon, we did receive notice of a **5% INCREASE** that began July 1st for all our I/DD services, except Kids DD 24 Hour Residential. There are lots of behind the scenes actions that led to this, however, the Governor will be calling the State Legislature into an Emergency Session in late July/Early August to deal with the significant budget issues that the State of Oregon faces. This session has been delayed for two reasons: to see what **actual** tax revenues have been received

by the State Income Tax deadline which was delayed to July 15th, and there is a hope that there will be some sort of relief from the federal government to state and local government in another round of a stimulus bill. I am not optimistic that the federal government is going to bail out the states/local government, and I fear a delay by the Governor and Legislature in taking action on the budget deficit will actually make it likely that cuts may have to be deeper. Therefore, Kerr will be sticking to our current budget at least through the first quarter, when we can evaluate the impact of the decisions the State will have made and what our adjustments will be.

COVID-19 Exposures

We continue to monitor our facilities very closely and have worked really hard to message to our employees and clients how critical it is for us to stay vigilant in wearing masks, maintaining social distancing (when possible), and vigorously cleaning common surfaces and emphasizing proper and frequent handwashing by clients and staff. That being said, with the rise in the infection rates across the country and here in Oregon, it is likely we will see more positive cases at Kerr.

As such, since our last meeting, we did have a positive test result of a staff at one of our Washington County group homes. We have tested all of the clients and staff who had contact with the staff who tested positive, and all the results have come back negative. We are waiting on one final result for a client. This was our second experience with a positive test and how a county public health entity responds and once again we found the process to be very bureaucratic and less than ideal. As a result, I have had numerous conversations with the State of Oregon, OHA, and leadership in the Legislature to try and make the process more responsive to local needs, as well as advocate for test kits, which would enable us to respond more quickly in the future.

Workforce & Inclusive Housing Update

We are still waiting on a decision from the City of Gresham regarding the award of their Metro Housing Bond funds. We still expect a decision to be made in late July/August and are optimistic about our prospects. We continue to move forward on the design and have submitted documents for permit review. Finally, we have been in contact with Congressman Earl Blumenauer regarding an extension of HUD 811 Project Rental Assistance vouchers that the State of Oregon has been awarded, but has been unable to utilize as they are specifically designated for people with disabilities. Our project could utilize 30 of these vouchers, which would help subsidize our 30 universally designed units for over 20 years.

Conclusion

While these are challenging times for all of us, I've been extremely proud of the leaders at Kerr and their ability to adapt to this new environment that we find ourselves in. They are a resilient group and I am honored to be a part of such an amazing cadre of leaders.

FY20 Fundraising Results – Year End Preliminary

As outlined on page 11, on a cash & pledges-only basis, our total gross revenues from fundraising are projected to total \$2.84M for the year. This total is approximately 87% of our budgeted cash & pledges-only goal. When in-kind contributions are taken into account, we ended the year at \$3.3M in gross revenues; 92% of our budgeted goal. On a net revenue basis, our goal achievement is likely to be significantly higher on a percentage basis due to cost saving measures (e.g. staffing reductions) adopted prior to and since the outbreak of Covid-19.

We ended ahead of goal in all giving categories except Grants and Race for the Roses. As previously reported, our total grant revenues for the year do not include \$425,000 in conditional Workforce Housing (WH) pledges. If Gresham grants sufficient funding for our project this summer, we will be able to realize these pledges in FY21. Additionally, several of our projected grants were negatively affected by Covid-19.

Our race revenues were negatively impacted by Covid-19 which struck during what is traditionally our heaviest registration period, resulting in our achieving only 68% of our gross revenue goal. On the positive side, because we took the race virtual, reducing expenses significantly while retaining a large proportion of revenues, the race will perform much better on a net revenue basis this year than in previous years (i.e. an estimated \$75,000+ in net revenue before staffing this year vs. \$30,000+ in recent years).

Thank you, again to all Board Members and staff who contributed to our FY20 fundraising results which are impressive in light of the challenges we faced this year.

FY21 Fundraising

A preliminary FY21 Fundraising Update is outlined on page 12. You'll see that we have already made significant progress against our 24 Hours of Kerr goal with the help of several board members, including Jeff Carr, Susan Hobbel, Craig Payne, Lisa Powell, Heidi Steeves, Dennis Warneke and David Wilson. Thank you!

24 Hours of Kerr (HOK)

With approval from our 24 HOK Committee, we are officially taking our 24 HOK gala virtual this year. The gala will remain on the evening of Saturday, September 12th, and will begin later (e.g. 6:30 p.m. vs. 5:00 p.m. previously scheduled) in order to allow guests more time to enjoy their Saturday prior to tuning in. We have hired Raise Agent, an event consulting firm to help guide planning and execution of the event. Raise Agent has helped to produce many recent and successful virtual events, including those for OES, Girls Inc., and Dougy Center. An exciting benefit of a virtual event is that it allows us to potentially reach a much broader audience with Kerr's message and special appeal. Planning is underway and we look forward to sharing more detail with you during the individualized annual planning meetings we are in the process of scheduling with each Board Member in the coming weeks. We are 99%+ confident that we will forgo our 24 HOK golf tournament this year due to restrictions which are likely to compromise the comradery of the event and in order to save money. We will know for sure by the end of July at the latest.

Thank you all for all you do for Kerr and the people we serve!

FY20 Campaign Performance through 6/30

Description	Projected thru June 30 2020	Goal FY20	%Goal	Variance (FY19 vs. FY20)	Ousting to raise or below budget	Notes
24 HOK	\$498,298	\$460,500	108%	\$103,008	(\$37,798)	
Christmas Ships	\$0	\$0		(\$64,761)	\$0	
Race for the Roses	\$128,099	\$189,500	68%	(\$59,241)	\$61,401	
Corporate, Workplace, 3rd Party Giving	\$152,717	\$150,000	102%	\$101,007	(\$2,717)	
Third party fundraising	\$0	\$0		(\$64,670)		
Endowment Funds	\$201,145	\$150,000	134%	\$78,355	(\$51,145)	
Individual Giving	\$628,158	\$600,000	105%	\$222,822	(\$28,158)	(1)
Grants	\$1,207,365	\$1,708,500	71%	(\$556,730)	\$501,135	(2)
TOKNA Donations/Dues	\$23,681	\$8,074	293%	\$11,215	(\$15,607)	
Total Cash & Pledges	\$ 2,839,463	\$ 3,266,574	87%	\$ (228,995)	\$ 427,111	
Grant a Wish Holiday Giving	\$60,121	\$50,750	118%	\$7,914	(\$9,371)	
In-kind contributions	\$438,784	\$300,000	146%	\$50,746	(\$138,784)	(3)
Total In-Kind	\$ 498,905	\$ 350,750	142%	\$ 58,660	\$ (148,155)	
Grand Totals	\$ 3,338,368	\$ 3,617,324	92%	\$ (170,335)	\$ 278,956	
Projected Shortfall "Cash & Pledges" basis =	\$ 427,111					
Projected Shortfall Cash including In-kind =	\$ 278,956					

FY19 Results for the Same Period:

FY19 YTD - Cash	\$ 3,068,458
FY19 YTD - In-Kind	\$ 440,245
FY19 YTD Total	\$ 3,508,703
FY19 Goal	\$ 2,962,200
FY19 YTD %	118%

Notes:

- (1) Does not include \$30,000 in pledges from D&M Gilliam + F&L Bartsch, currently restricted to FY21
- (2) Does not include \$425,000 pledged from MMT + MJMCT for WFH - funds conditional upon substantial funds raised (i.e. Gresham)
- (3) Projections include actual plus \$95K conservative estimate for Blazers/iHeart - awaiting final numbers

FY21 Campaign Performance through 7/8

Description	Total Given 7/8/2020	Goal FY21	%Goal	Last Year Total Given 7/10/2019	Variance (FY19 vs. FY20)	Ousting to raise or below budget	Notes
24 HOK	\$127,643	\$380,000	34%	\$76,500	\$51,143	\$252,357	(1)
Race for the Roses	\$1,405	\$150,500	1%	\$15,310	(\$13,905)	\$149,095	(2)
Corporate and Workplace Giving	\$0	\$107,193	0%	\$101	(\$101)	\$107,193	
Third party fundraising	\$0			\$453	(\$453)		
Endowment Funds	\$0	\$150,000	0%	\$0	\$0	\$150,000	
Individual Giving	\$4,867	\$550,000	1%	\$1,887	\$2,980	\$545,133	
Grants	\$0	\$1,117,750	0%	\$0	\$0	\$1,117,750	
Other	\$0	\$0	n/a	\$0	\$0	\$0	
Total Cash & Pledges	\$ 133,915	\$ 2,455,443	5%	\$ 94,251	\$ 39,664	\$ 2,321,528	
Grant a Wish Holiday Giving	\$0	\$35,000	0%	\$0	\$0	\$35,000	
In-kind contributions	\$0	\$250,000	0%	\$0	\$0	\$250,000	
Total In-Kind	\$ -	\$ 285,000	0%	\$ -	\$ -	\$ 285,000	
Grand Totals	\$ 133,915	\$ 2,740,443	5%	\$ 94,251	\$ 39,664	\$ 2,606,528	

FY20 Results for the same period:

FY20 YTD - Cash	\$ 94,251
FY20 YTD - In-Kind	\$ -
FY20 YTD Total	\$ 94,251
FY20 Goal	\$ 3,617,324
FY20 YTD %	3%

Notes:

- (1) THANK YOU!
- (2) Deferred from FY20

ALBERTINA KERR CENTERS

2020-2021 Governing Board of Directors Objectives/Accomplishments

	Goal	Completed	In Process	To Be Completed
1	Review Bylaws and Board Policies, Committee Charters and Goals (Chair/All)	Agency Policy Review Project Underway		Agenda item as needed, ongoing
2	Review monthly/YTD financial statements (CFO)	Ongoing		Agenda item for each meeting
3	Finance, Audit & Compliance Committee Report (Chair)	Ongoing		Agenda item for each meeting
4	Fundraising Updates (CDO)	Ongoing		Agenda item for each meeting
5	CEO Written Report (CEO)	Ongoing		Agenda item for each meeting
6	Executive Session	Ongoing		Agenda item for each meeting
7	Program Updates (CEO, CPO)			September 21, 2020 January 25, 2021
8	Unaudited Year End Performance (CFO)			September 21, 2020
9	Final Evaluation & CEO Performance Results / Bonus Approval / CEO Employment Agreement as Needed? (in executive session)			September 21, 2020
10	Board Member Photos			As Applicable
11	Presentation from Auditor - Final Audit Reports			November 16th Joint Board / Foundation
12	Board Education (as identified)			26-Apr-21
13	Executive Committee/Governance/Board Development Update (Chair, CEO)			April 26, 2021
14	Annual Compliance Update Training (CCO)			April 26, 2021
15	Strategic Plan Updates, Performance/Progress to Goals (CEO)			TBD
16	Board/Foundation/Committee Officers Approved (Chair/All)			June 21, 2021
17	Review & Approve Final Budget			June 21, 2021
18	Recognition Awards for Outgoing Members			June 21, 2021

Board Meeting Dates for FY2020-2021

July 20, 2020
 September 21, 2020
 November 16, 2020 - Joint w/ Foundation
 January 25, 2021
 April 26, 2021
 June 21, 2021 - Joint w/ Foundation

Exec Committee Meeting Dates for FY2020-2021

August 24, 2020
 October 26, 2020
 December 14, 2020 (if needed)
 February 22, 2021
 May 24, 2021

Rev July 2020

**Albertina Kerr Centers, Foundation, and Kerr Bikes
Consolidated Statement of Activities
May 31, 2020**

Revenue	Actual	Budget	Variance	% Change F/(U)
Contract and Program Revenue	4,040,115	3,952,940	87,175	2.2%
Contribution and Event Revenue (Net of Expenses)	298,804	243,194	55,610	22.9%
Sales to the Public (Net of Cost of Goods Sold)	198	67,143	(66,945)	-99.7%
Investment Income	272,060	28,477	243,583	855.4%
In-Kind Contributions	855	8,958	(8,103)	-90.5%
Total Revenue	4,612,032	4,300,712	311,320	7.2%
Expenses				
Salaries & Wages	2,850,610	2,821,960	(28,650)	-1.0%
Employee Benefits	384,101	367,438	(16,663)	-4.3%
Payroll Taxes	269,984	243,824	(26,160)	-9.7%
Contracted Direct Labor	2,109	4,830	2,721	129.0%
Other Employee Related Costs	21,055	36,103	15,048	71.5%
Professional Fees & Insurance	44,916	56,462	11,546	25.7%
Telecommunications	190,519	145,601	(44,918)	-23.6%
Facilities & Occupancy	280,545	269,080	(11,465)	-4.1%
Equipment	19,820	27,140	7,320	36.9%
Program & Office Supplies	86,784	99,329	12,545	14.5%
Vehicle Expenses	21,894	51,891	29,997	137.0%
PR & Fundraising	4,346	54,129	49,783	1145.6%
Training & Other	19,336	89,965	70,629	365.3%
Total Expenses	4,196,018	4,267,752	71,734	1.7%
Net Income / (Loss) Before Contingency	416,014	32,960	383,054	-92.1%
Contingency	-	(41,667)	41,667	
Net Income / (Loss)	416,014	(8,707)	424,721	

Albertina Kerr Centers, Foundation, and Kerr Bikes
Consolidated Statement of Activities
Year to Date May 31, 2020

	Actual	Budget	Variance	% Change F/(U)
Revenue				
Contract and Program Revenue	41,268,604	41,536,164	(267,560)	-0.6%
Contribution and Event Revenue (Net of Event Expenses)	2,546,714	2,350,505	196,209	8.3%
Sales to the Public (Net of Cost of Goods Sold)	545,234	638,852	(93,618)	-14.7%
Investment Income	130,907	313,244	(182,337)	-58.2%
In-Kind Contributions	122,559	208,541	(85,983)	-41.2%
Total Revenue	44,614,017	45,047,306	(433,289)	-1.0%
Expenses				
Salaries & Wages	29,433,132	29,173,584	(259,548)	-0.9%
Employee Benefits	3,905,724	3,912,825	7,101	0.2%
Payroll Taxes	2,788,945	2,665,985	(122,960)	-4.4%
Contracted Direct Labor	158,831	71,631	(87,200)	-54.9%
Other Employee Related Costs	332,197	398,275	66,078	19.9%
Professional Fees & Insurance	673,930	656,477	(17,453)	-2.6%
Telecommunications	1,206,153	1,568,561	362,408	30.0%
Facilities & Occupancy	3,090,042	3,105,033	14,991	0.5%
Equipment	316,365	314,520	(1,845)	-0.6%
Program & Office Supplies	1,198,848	1,211,045	12,197	1.0%
Vehicle Expenses	370,898	559,598	188,700	50.9%
PR & Fundraising	262,177	417,954	155,777	59.4%
Training & Other	684,295	1,003,910	319,615	46.7%
Total Expenses	44,421,535	45,059,398	637,863	1.4%
Net Income / (Loss) Before Contingency	192,482	(12,092)	204,574	-106.3%
Contingency	-	(458,337)	458,337	
Net Income / (Loss)	192,482	(470,429)	662,911	

Albertina Kerr Centers, Foundation, and Kerr Bikes
Consolidated Statement of Financial Position
As of May 31, 2020

	5/31/2020	4/30/2020
Assets:		
Cash and Cash Equivalents	1,675,645	1,272,662
Cash Held for Others	151,835	151,987
Investments	9,002,863	8,737,931
Accounts Receivable	2,522,221	2,192,735
Less: Allowance for Doubtful Accounts	(39,930)	(39,888)
Contributions Receivable	33,999	19,753
Other Receivables	50,234	50,361
Prepaid Expenses, Deposits and Other Current Assets	465,479	436,718
Charitable Remainder Trusts Receivable	344,574	344,574
Other Long-Term Assets	41,358	42,342
Fixed assets, Net	22,545,090	22,284,170
Total Assets	36,793,367	35,493,345
Liabilities:		
Accounts Payable and Accrued Expenses	1,031,505	894,343
Accrued Payroll Liabilities	1,346,337	497,837
Personal Accrued Leave (PAL) Liability	775,974	804,005
Deferred Revenue	263,466	272,258
Unemployment Reserve	282,742	310,220
Long-Term Debt	4,366,356	4,403,711
Total Liabilities	8,066,381	7,182,374
Net Assets:		
Available for General Operations	6,065,875	6,089,383
Investment in Fixed Assets	18,220,151	17,958,447
Temporarily Restricted Net Assets	2,179,475	2,002,192
Permanently Restricted Net Assets	2,261,485	2,260,949
Total Net Assets	28,726,986	28,310,971
Total Liabilities and Net Assets	36,793,367	35,493,345

**Albertina Kerr Centers
P&L Budget
For The Month Ending
May 31, 2020**

Description	Actual 5/31/2020		Budget 5/31/2020	Month vs Budget Actual Var		YTD Actual 5/31/2020	YTD Budget 5/31/2020	YTD vs Budget Actual Var		Annual Budget
				Fav/(Unfav)				Fav/(Unfav)		
				\$'s	%			\$'s	%	
Revenue										
Contract and Program Revenue	4,040,115	97.6%	3,951,936	88,179	2.2%	41,227,049	41,495,636	(268,587)	-0.7%	45,404,061
Trfs from Fdn and Net Assets Released	72,268	1.7%	44,911	27,357	60.9%	1,002,230	1,187,384	(185,154)	-18.5%	1,987,155
Investment Spending Rate	27,285	0.7%	27,285	-	0.0%	300,135	300,135	-	0.0%	327,420
In Kind Contributions	-	0.0%	-	-	0.0%	78,855	50,000	28,855	36.6%	50,000
Total Revenue	4,139,668	100%	4,024,132	115,536	2.9%	42,608,269	43,033,155	(424,886)	-1.0%	47,768,636
Expense										
Salaries & Wages	2,792,622	68.7%	2,741,021	(51,601)	-1.9%	28,673,703	28,334,011	(339,692)	-1.2%	30,947,544
Employee Benefits	379,422	9.3%	359,352	(20,070)	-5.6%	3,798,086	3,830,450	32,364	0.9%	4,178,225
Payroll Taxes	264,000	6.5%	237,339	(26,661)	-11.2%	2,716,323	2,593,574	(122,749)	-4.5%	2,818,796
Contracted Direct Labor	2,109	0.1%	4,830	2,721	56.3%	158,331	71,631	(86,700)	-54.8%	76,462
Other Employee Related Costs	20,452	0.5%	35,799	15,347	42.9%	326,726	394,150	67,424	20.6%	429,962
Professional Fees & Insurance	44,729	1.1%	47,756	3,027	6.3%	669,295	560,407	(108,888)	-16.3%	608,163
Telecommunications	191,572	4.7%	142,728	(48,844)	-34.2%	1,172,365	1,531,981	359,616	30.7%	119,544
Facilities & Occupancy	279,154	6.9%	265,552	(13,602)	-5.1%	3,038,884	3,046,681	7,797	0.3%	4,867,399
Equipment	17,604	0.4%	23,713	6,109	25.8%	285,003	276,813	(8,190)	-2.9%	300,526
Program & Office Supplies	86,916	2.1%	97,685	10,769	11.0%	1,173,569	1,073,423	(100,146)	-8.5%	1,171,108
Vehicle Expenses	21,894	0.5%	51,882	29,988	57.8%	370,520	559,482	188,962	51.0%	610,014
PR & Fundraising	3,428	0.1%	12,863	9,435	73.3%	74,657	138,358	63,701	85.3%	151,221
Cost of In-Kind Goods/Services	-	0.0%	-	-	0.0%	77,222	50,000	(27,222)	-35.3%	50,000
Training, Interest and Other	16,407	0.4%	88,656	72,249	81.5%	446,480	985,813	539,333	120.8%	1,074,467
Admin and Bldg Costs Allocated to AKF	(54,402)	-1.3%	(28,226)	26,176	-92.7%	(412,367)	(311,286)	101,081	24.5%	(338,845)
Total Expense	4,065,907	100%	4,080,950	15,043	0.4%	42,568,795	43,135,488	566,693	1.3%	47,064,586
Net (Deficit) / Surplus (Before Contingency)	73,762		(56,818)	130,580	n/a	39,474	(102,333)	141,807	n/a	704,050
Contingency	-		(41,667)	41,667		-	(458,337)	458,337		(500,000)
Operational Net (Deficit) / Surplus	73,762		(98,485)	172,247		39,474	(560,670)	600,144		204,050

**Albertina Kerr Centers
MTD Operating Recap
For The Month Ending
May 31, 2020**

	5/31/2020	5/31/2020	5/31/2020										
	MTD	MTD		MTD	MTD	MTD	MTD	MTD	MTD	MTD	MTD	MTD	Annual
	Contract	Grant and	MTD	MTD	MTD	MTD	MTD	MTD	MTD	MTD	MTD	MTD	Budget
	and Program	Contribution	Other	Total	Direct	Margin	Indirect	Indirect	Total	Operating	Operating	Actual Vs.	
	Revenue	Revenue	Revenue	Revenue	Expenses	Generated	Expenses	Allocation	Expenses	Results	Budget	Budget	
Programs													
Adult Group Homes	1,336,875			1,336,875	1,291,400	45,475		125,284	1,416,684	(79,810)	(271,324)	191,514	(2,358,442)
<i>Clackamas Co. Group Homes & CI</i>	436,344			436,344	449,364	(13,020)		45,188	494,552	(58,208)	(112,001)	53,793	(1,051,462)
<i>Multnomah Co. Group Homes & CI</i>	350,832			350,832	335,122	15,710		30,612	365,734	(14,902)	(73,181)	58,279	(612,802)
<i>Washington Co. Group Homes & CI</i>	202,836			202,836	159,262	43,574		15,226	174,488	28,348	(34,721)	63,069	(280,336)
<i>Marion Co. Group Homes & CI</i>	346,863			346,863	347,653	(790)		34,258	381,911	(35,048)	(51,421)	16,373	(413,842)
Employment Services	62,459	-	7,647	70,106	137,626	(67,521)		12,527	150,153	(80,048)	(24,460)	(55,588)	(181,158)
Studios	(81)	2,231	6,452	8,603	64,658	(56,055)		3,111	67,769	(59,166)	(66,139)	6,973	(708,288)
Kids DD Group Homes	1,660,761	-		1,660,761	1,144,995	515,766		111,771	1,256,766	403,995	325,005	78,990	3,738,034
Transition-Aged Group Homes	258,470			258,470	279,363	(20,894)		28,291	307,654	(49,184)	(57,210)	8,026	(530,389)
Kerr Bikes	(6,148)			(6,148)	-	(6,148)		-	-	(6,148)	10,860	(17,008)	55,357
Outpatient Mental Health	94,225	-	31,411	125,636	105,251	20,385		13,041	118,292	7,344	13,458	(6,114)	(227,202)
Subacute	671,681	-	6,118	677,799	548,292	129,507		78,938	627,230	50,569	25,120	25,449	(162,917)
Behavioral Specialists	725	-		725	51,148	(50,423)		757	51,905	(51,180)	-	(51,180)	-
Program Oversight and Other	-	-	2,864	2,864	41,940	(39,076)		533	42,473	(39,609)	(69)	(39,540)	(1,065)
Total Programs	4,078,967	2,231	54,492	4,135,691	3,664,674	471,017	-	374,253	4,038,927	96,764	(44,759)	141,523	(376,070)
Admin & Other													
Trfs from Foundation/WFH	-	-	(20,504)	(20,504)	-	(20,504)			-	(20,504)	(2,195)	(18,309)	1,040,478
Investment Spending Rate	-	-	24,421	24,421	-	24,421			-	24,421	27,285	(2,864)	327,420
Campus Buildings	-	-	-	-	8,858	(8,858)			8,858	(8,858)	(11,185)	2,327	(141,769)
Indirect Admin	-	-	-	-	436,389	(436,389)	(418,268)	-	18,121	(18,121)	(25,502)	7,381	(138,388)
Other Pooled Direct Costs	-	-	60	60	-	60			-	60	(462)	522	(7,621)
Total Admin & Other	-	-	3,977	3,977	445,247	(441,270)	(418,268)	-	26,979	(23,002)	(12,059)	(10,943)	1,080,120
Total Operating (Before Contingency)	4,078,967	2,231	58,469	4,139,668	4,109,921	29,747	(418,268)	374,253	4,065,906	73,762	(56,818)	130,580	704,050
Contingency											(41,667)	41,667	(500,000)
Total Operating										73,762	(98,485)	172,247	204,050

**Albertina Kerr Centers
YTD Operating Recap
For The Month Ending
May 31, 2020**

	5/31/2020	5/31/2020	5/31/2020										
	YTD	YTD		YTD	YTD	YTD	YTD	YTD	YTD	YTD	YTD	YTD	Annual
	Contract	Grant and	YTD	YTD	YTD	YTD	YTD	YTD	YTD	YTD	YTD	YTD	Budget
	and Program	Contribution	Other	Total	Direct	Margin	Indirect	Indirect	Total	Operating	Operating	Actual Vs.	
	Revenue	Revenue	Revenue	Revenue	Expenses	Generated	Expenses	Allocation	Expenses	Results	Budget	Budget	
Programs													
Adult Group Homes	14,272,528			14,272,528	14,394,479	(121,951)		1,233,202	15,627,680	(1,355,152)	(2,170,451)	815,299	(2,358,442)
<i>Clackamas Co. Group Homes & CI</i>	4,734,426			4,734,426	5,048,865	(314,439)		428,122	5,476,987	(742,561)	(973,141)	230,580	(1,051,462)
<i>Multnomah Co. Group Homes & CI</i>	3,640,253			3,640,253	3,583,091	57,162		306,942	3,890,032	(249,780)	(561,771)	311,991	(612,802)
<i>Washington Co. Group Homes & CI</i>	2,161,291			2,161,291	1,842,196	319,095		162,308	2,004,504	156,787	(256,928)	413,715	(280,336)
<i>Marion Co. Group Homes & CI</i>	3,736,558			3,736,558	3,920,328	(183,769)		335,830	4,256,158	(519,599)	(378,611)	(140,988)	(413,842)
Employment Services	1,509,158	1,966	12,500	1,523,624	1,614,343	(90,719)		129,002	1,743,344	(219,720)	(161,560)	(58,160)	(181,158)
Studios	834,633	98,119	5,000	937,752	1,245,082	(307,330)		92,198	1,337,280	(399,528)	(646,109)	246,581	(708,288)
Kids DD Group Homes	15,237,472	323,737	-	15,561,210	11,410,607	4,150,603		1,040,617	12,451,224	3,109,986	3,381,842	(271,856)	3,738,034
Transition-Aged Group Homes	2,565,962	-	-	2,565,962	2,855,039	(289,077)		235,282	3,090,320	(524,359)	(488,013)	(36,346)	(530,389)
Kerr Bikes	(29,413)	-	-	(29,413)	1,467	(30,880)		-	1,467	(30,880)	44,082	(74,962)	55,357
Outpatient Mental Health	1,211,302	25,411	22,500	1,259,213	1,313,952	(54,739)		108,851	1,422,803	(163,590)	(239,403)	75,813	(227,202)
Subacute	5,512,623	13,613	150,000	5,676,236	5,661,136	15,101		507,511	6,168,647	(492,410)	(163,393)	(329,017)	(162,917)
Behavioral Specialists	75,982	-	46,670	122,652	25,700	96,951		3,375	29,076	93,576			
Program Oversight and Other	-	20,365	31,507	51,872	412,639	(360,767)		1,013	413,652	(361,779)	(559)	(361,220)	(1,065)
Total Programs	41,190,247	483,211	268,177	41,941,635	38,934,443	3,007,192	-	3,351,051	42,285,493	(343,857)	(443,564)	6,131	(376,070)
Admin & Other													
Trfs from Foundation/Workforce Housing	-	66,961	256,000	322,961	-	322,961			-	322,961	495,133	(172,172)	1,040,478
Investment Spending Rate	-	-	268,630	268,630	-	268,630			-	268,630	300,135	(31,505)	327,420
Campus Buildings	-	-	-	-	109,156	(109,156)			109,156	(109,156)	(130,584)	21,428	(141,769)
Indirect Admin	12,979	3,515	-	16,493	3,642,703	(3,626,209)	(3,528,272)	-	114,431	(97,938)	(316,294)	218,356	(138,388)
Other Pooled Direct Costs	-	58,550	-	58,550	59,715	(1,166)			59,715	(1,166)	(7,159)	5,993	(7,621)
Total Admin & Other	12,979	129,026	524,630	666,634	3,811,575	(3,144,940)	(3,528,272)	-	283,303	383,331	341,231	42,100	1,080,120
Total Operating (Before Contingency)	41,203,226	612,237	792,807	42,608,269	42,746,017	(137,747)	(3,528,272)	3,351,051	42,568,796	39,474	(102,333)	48,231	704,050
Contingency										-	(458,337)	458,337	(500,000)
Total Operating										39,474	(560,670)	600,144	204,050

**Albertina Kerr Centers
Balance Sheet
For The Month Ending
May 31, 2020**

	<u>Balance May 31, 2020</u>	<u>Balance April 30, 2020</u>	<u>Net Change</u>	<u>% Change</u>
Assets:				
Cash and Cash Equivalents	\$1,544,694	\$1,150,717	393,977	34.2%
Contract/Program Receivables	2,523,165	2,189,045	334,120	15.3%
Less: Allowance for Doubtful Accounts	(39,930)	(39,888)	(42)	0.1%
Contributions Receivable	(2,928)	(17,173)	14,245	-83.0%
Other Receivables	32,910	33,037	(127)	-0.4%
Prepaid Expenses, Deposits & Other Current Assets	445,589	425,146	20,443	4.8%
Other Long-Term Assets	41,358	42,342	(984)	-2.3%
Fixed Assets, Net	16,300,547	16,015,957	284,590	1.8%
Due From / (To) Other Funds	(3,624,738)	(3,538,704)	(86,034)	2.4%
Total Assets	17,220,669	16,260,479	960,190	5.9%
Liabilities:				
Accounts Payable and Accrued Expenses	845,124	706,735	138,389	19.6%
Accrued Payroll Liabilities	1,346,337	497,836	848,501	170.4%
PAL Liability	775,974	804,004	(28,030)	-3.5%
Deferred Revenue	221,983	229,583	(7,600)	-3.3%
Unemployment Reserve	282,742	310,220	(27,478)	-8.9%
Long-term debt	4,366,356	4,403,711	(37,355)	-0.8%
Total Liabilities	7,838,517	6,952,089	886,428	12.8%
Unrestricted Net Assets:				
Available for General Operations	1,031,340	1,192,506	(161,166)	-13.5%
Investment in Land, Buildings and Equipment	8,350,811	8,115,884	234,928	2.9%
Total Net Assets	9,382,152	9,308,390	73,762	0.8%
Total Liabilities and Net Assets	17,220,669	16,260,479	960,190	5.9%

Kerr Board Meeting
Visioning Follow-up
July 20, 2020
5 – 7pm

Goals:

- Reconnect with discussions from the January 31 – February 1, 2020 retreat.
- Create a shared understanding of all that has happened since the retreat.
- Refine the Board Strategic Plan, Vision and Obstacles, that we identified at the retreat, in light of the current environment.
- Identify the Initial Areas of Focus to take the Board forward, around the Obstacles to living the Vision of a Kerr Board that can take the organization into the future.

Meeting Prep:

- Attached you will find the following documents in preparation for the meeting:
 - **The 4 Questions: Taking the Pulse of Kerr’s Leaders**, that the Board answered at the retreat, the SLT answered just before the retreat, and the Managers answered shortly after the retreat.
 - **The initial work on the Board Strategic plan, Vision and Obstacles**, which may need to be revised so that they better reflect the environment in which we find ourselves.
 - **Two brief articles to support our efforts**, one addressing the characteristics of fantastic nonprofit boards and one describing what makes a great nonprofit board member.
- Please Review the 4 Questions: Taking the Pulse of Kerr’s Leaders:
 - As you will recall, this is the summary of the answers to the 4 Questions that the SLT had answered as they prepared for the Board retreat and that the Board answered in the Board retreat.
 - In the first column, you will see the summary of the Board’s input, in the second column, that of the SLT, and in the third column, the Managers.
 - As you look across the table you will see that many of our answers are aligned across the three groups, even if described differently because of the different perspective.
 - Once you have read through this document, please answer the following questions:
 - Is there anything you find surprising as you read through the answers from Board, SLT, and Managers?

 - What do you take from this summary that has influenced how you think the board must go forward, as a board, to create success?

- Please Review the one-page summary of the Vision and Obstacles as you defined them at the retreat.
 - As you will recall, we worked together at the retreat to define a guiding vision for the board that will effectively take Kerr into the future; then we described the obstacles and challenges to living that vision today – thus requiring a plan. In the meeting on July 20th, the board and SLT will review the vision and obstacles and consider if revisions are needed given the current environment.
 - Once you have read through this document, please answer the following questions:
 - What would you add, remove, or change in the Vision to reflect new information from these past few months?
 - What would you add, remove, or change in the Obstacles to living the Vision so that they better reflect the environment in which we find ourselves?
 - What do you believe are the most important 2 – 3 next steps to getting around the Obstacles and closer to the Vision?

- Please read through the two attached articles and answer the following questions:
 - **14 Characteristics of Fantastic Nonprofit Boards** by April Anthony, a well-respected consultant from Armstrong McGuire
 - What 3 – 5 characteristics do you believe are most important to leading Kerr into the future?
 - **What Makes a Great Nonprofit Board Member?** By Nick Price on BoardEffect, experts in non-profit and educational governance.
 - What 3 – 5 characteristics do you believe are most important to leading Kerr into the future?

KERR BOARD AND FOUNDATION RETREAT

1/31/20 – 2/1/20

Vision for the Board (that can take Kerr into the future)

- Board Structure Supports and Facilitates Kerr's Success
- Attract and Retain Visionary, Strategic, and Effective Board Members
- High Levels of Passion & Commitment to Kerr's Mission
- Respectful, Collaborative, Bold and Accountable
- Guided by Clear Goals, Roles, Responsibilities & Expectations
- Share Ownership for Reputation Building and Fundraising

Obstacles and Challenges (to living the board vision)

- Current Board Structure Undermines a Sense of Shared Ownership for Kerr's Success
- We have Relied on Contacts vs. Doing Conscious, Intentional Recruiting
- Many People (Potential Bd Members and Donors) are Not Comfortable with Our Clients
- Unclear about How to Make Best Use of Meetings and Facilitate the Meeting to Get the Best from our Board Members & Staff
- Lack of Clear Roles, Responsibilities, & Expectations and the Commitment to Manage to Them
- Board Orientation and Development is Not Systematic

Initial Areas of Focus (to get around the Obstacles and Challenges and live our Vision)

To be completed

Taking the Pulse of Kerr's Leaders
January / February 2020

What are Kerr's core competencies?		
Board	SLT and Sr. Leaders	Managers
<ul style="list-style-type: none"> • Serving People on the Margins • Caring, Compassionate, and Competent Staff (the three C's of staff!) • Providing Responsive, High Quality Care • Developing a More Effective Infrastructure to be able to be an Innovative and Nimble Culture • History, Stability, and Reputation to Attract Sustainable Public Funding • Adult and Child Residential Care 	<ul style="list-style-type: none"> • Expertise in serving populations with complex diagnoses/behaviors and people with I/DD and mental health challenges • Person centered, holistic approach, and genuine care for people we serve • Focus on continuous improvement & problem solving • Communication, engagement, and involvement with our community • Strong Leadership and ongoing dialogue within and across teams • 24 Hour Residential Care 	<ul style="list-style-type: none"> • Maintaining a client/person centered focus in care • Investments in care teams and staff training • Competence in current programmatic focus areas (I/DD and mental health, 24-hour care)

Taking the Pulse of Kerr's Leaders
January / February 2020

What do you see as the opportunities open to Kerr in the upcoming 3-5 years?		
Board	SLT and Sr. Leaders	Managers
<ul style="list-style-type: none"> • Strengthen Leadership Voice Locally and Nationally • GROWTH • Filling the Gaps in Needed Services • Continue to Innovate • Employer of Choice / Workforce Development 	<ul style="list-style-type: none"> • Growth – Kids Group homes, Adult Group Homes with focus on complex behaviors, In State & Out-of-State • I/DD and Mental Health – Expand, Improve, Promote, Train, Educate • Expanding our ability to use technology to become more effective in our work, in our collaboration across Kerr, and in providing technology aids for the people we serve • Attract, grow, and retain great, diverse staff; become a Top Workplace 	<ul style="list-style-type: none"> • Increased community presence (both brand awareness and advocacy) • Geographical expansion throughout Oregon and Washington • Service line expansion across broader demographic groups (primarily MH services to adults with I/DD, also broader I/DD care environments) • Increased or enhanced training (primarily staff, also community partners)

Taking the Pulse of Kerr's Leaders
January / February 2020

What do you see as the obstacles and challenges that Kerr is facing in the next 3 – 5 years?		
Board	SLT and Sr. Leaders	Managers
<ul style="list-style-type: none"> • Increasing Complexity of Need • Funding and Regulatory Challenges • Defining Strategy then Staying Focused on Our Priorities • Attracting / Developing Retaining Great Leaders and Employees 	<ul style="list-style-type: none"> • Funding – financial and facilities resources • Internal Development – Management, Training, and Communication • Staffing – Capacity, retention, and training • Habit – change is stressful and evokes fear 	<ul style="list-style-type: none"> • Changing support needs of people we serve across all programs • Adequate and stable funding of programs • Challenges related to recruiting, retaining, equipping, and leading staff

Taking the Pulse of Kerr's Leaders
January / February 2020

If you could do one thing that you believe would be great for Kerr and for our community in the next 3 – 5 years, what would that be?		
Board	SLT and Sr. Leaders	Managers
<ul style="list-style-type: none"> • GROW • Creatively and Aggressively Address the Funding Needs • Position Kerr to have more Clout with the Government • Build Support and Unity in the Community for Disability and Mental Health • Strategic Expansion of Services • Provide Fair Compensation and Benefits to Our Staff 	<ul style="list-style-type: none"> • Expand beyond Oregon: expand array of services & serve more clients • Increase funding & resources • Impact System-Wide Issues • Promote Kerr – brand, data, stories • Improve quality of life with comprehensive & Integrated I/DD & Mental Health Services • Invest in staff with competitive compensation, inspiring work, and development and training 	<ul style="list-style-type: none"> • Expand services programmatically (across the lifespan, integrated MH / I/DD for adults) and geographically • Unlimited stable funding • Stabilize all staffing concerns, including compensation, training, and turnover

Kerr Board
Reading for July 2020 Meeting

14 Characteristics of Fantastic Nonprofit Boards

<http://www.armstrongmcguire.com/blog/14-characteristics-of-fantastic-nonprofit-boards>

November 4, 2015 | by [April Anthony](#)

The number of nonprofits is growing by leaps and bounds. Some have effective boards and some boards are just names on the letterhead. Over the years, if there is one thing I've learned it is that successful and impactful nonprofits have fantastic boards.

What makes a fantastic board? I've listed 14 qualities here:

1. The board's focus is on the big picture, setting vision and strategic direction, ensuring adequate resources, and holding themselves and the chief executive accountability for results.
2. Board member job descriptions are being utilized and include fundraising and making a meaningful personal gift annually.
3. Board member term limits are set and honored.
4. The board meets on an appropriate schedule that reflects the size and scope of its work. Much of the board's work is done in subcommittees meetings outside of full board meetings.
5. All board meetings have a high percentage of attendance and participation.
6. Succession planning is in place.
7. The board evaluates the CEO or Executive Director annually.
8. Led by its board, the organization has developed a strategic plan and is implementing and tracking the plan.
9. Board members act as advocates and ambassadors increasing awareness of the organization's mission and impact in the community.
10. The board creates and votes on a budget annually and ensures a financial audit is conducted annually (for organizations with budgets of \$1M or more).
11. The nonprofit provides orientation opportunities and training on important governance and fundraising needs to board members at least once a year.
12. Board members refer names of future board members to a Board Development Committee to be vetted before being invited to serve.
13. The board and staff are evaluated annually.
14. Organizational outcomes are being measured, shared in board meetings, and used to solicit and steward donors.

You can email me april@armstrongmcguire.com or call me at (919) 390-1925 with any questions or comments.

Kerr Board Reading for July 2020 Meeting

What Makes a Great Nonprofit Board Member? <https://www.boardeffect.com/blog/nonprofit-board-member/>

June 13, 2018 | Written by [Nick Price](#)

Anyone can make it onto the board of a nonprofit organization. In most cases, there's not even any experience required.

Surprisingly, some of the greatest nonprofit board members started their journey to nonprofit board service with nothing but a passion for the organization and an innate desire to do good. Conversely, a fair number of nonprofit board directors have lots of board experience and do little or nothing with their positions.

Many people do a fair job as board director. Many more do a good job as board director. To truly be a [great nonprofit board member](#) requires having good character, a strong commitment to the cause, the gift of [time](#), and a willingness to use personal and professional resources to advance the organization's mission.

According to [Robert Greenleaf](#), founder of the servant-leadership movement, nonprofit board members are servant-leaders, and they are servants first. Greenleaf's philosophy is that nonprofit board members serve as community trustees with a focus on serving, strengthening and transforming their communities. Nonprofit board members will experience personal growth as a byproduct of nonprofit board service.

Nonprofit Board Members Are People With Excellent Character Qualities

Some of the best nonprofit board directors naturally embody strong character traits such as honesty, integrity and unyielding ethics. They work continually to build and enhance the public's trust and never fail to do the right thing, whatever that is.

Great nonprofit board members are set apart by their innovative ideas, compassion for others, and infectious passion for the organization's mission and vision.

A Strong Commitment Is a Given for Great Nonprofit Board Members

The best of the best unfailingly devote their time, money and resources to their nonprofit's cause.

Such board members are happy to see an agenda arrive in their mailbox and they're eager to read it thoroughly to [prepare their questions](#) for the rest of the board. Great board members have the dates of all board meetings and important events on their calendars, along with automated reminders. They're dedication to preparedness is reflected in excellent board meeting attendance. During board meetings, they're attentive, engaged, inquisitive and collaborative. They never shy away from asking a question, no matter how ridiculous it may seem.

In the community, great board members are happy to be ambassadors for the organization, sharing the mission and vision with personal and professional connections in the community as a matter of course.

Great Board Members Are Innovative and Forward-Thinking

Active and engaged board directors are always looking for new opportunities to increase their personal knowledge about board service by taking advantage of workshops, classes, conferences and other opportunities for learning more about their responsibilities. They're happy to invite their fellow board members along to share their experiences and take what they've learned back to the rest of the board.

Some of the best board members were mentored by other great board members. They value opportunities to share their knowledge by mentoring less-experienced board members and they're willing to be mentored by board members with more experience than they have.

Kerr Board Reading for July 2020 Meeting

Committed nonprofit board members encourage the board to conduct regular [self-evaluations](#) (see below) to identify their individual and collective strengths. In addition, they take their responsibility for evaluating the executive director seriously and conduct it with fidelity.

Board members with excellence in mind look at boards through a strategic lens, as opposed to an operational lens. Related to this duty, they're happy to participate in short- and long-range planning and goal-setting.

They know that diversity on the board and in leadership is crucial to their success, and that board composition, staff and membership should represent the diversity that they see within their communities.

Great nonprofit board members are the first to step up when the board calls for appointments to serve as officers, committee chairs or event chairs.

Nonprofit Board Members Make Regular Financial Contributions

Many nonprofit organizations make the mistake of failing to inform board member candidates that they're expected to make regular personal donations to the organization, in addition to the time they spend in volunteer service. Their commitment to fundraising extends to the expectation of using their personal and professional networks to raise money for the organization's work. Outstanding nonprofit board members offer innovative, creative ideas for successful fundraisers. They're the first to offer to take a leadership role in organizing fundraising events and to volunteer their service during such events.

Enhancing and Nurturing Relationships Are Representative of Great Nonprofit Board Members

Whether they have experience or not, great nonprofit board members know how to enhance and nurture relationships with leaders, staff, donors and members of the community.

They understand and appreciate the benefits of partnering with the executive director or CEO, and are willing to lead and guide them and serve as their sounding board. They form solid relationships with leadership where they are equally comfortable sharing bad news as they are sharing good news.

Exemplary Nonprofit Board Directors Take Their Fiduciary Duties Seriously

[Exemplary nonprofit board directors](#) understand the meanings of [Duty of Care](#), [Duty of Loyalty](#) and [Duty of Obedience](#) in word, thought and deed. They're willing to apply these principles in the course of their board membership. They put the interests of the organization ahead of their own and disclose potential conflicts of interest. They're willing to hold themselves and the rest of the board accountable for remaining loyal to the organization's mission and strive to enhance the organization's reputation and standing within the community.

They're ever mindful that they're ambassadors of the organization even when they're not officially on duty. As part of their commitment, they refrain from disclosing confidential matters and spreading gossip or creating ill will.

Well-Respected Nonprofit Board Directors Know How to Stay in Their Lanes

Well-respected nonprofit board leaders understand that their primary role is that of strategic planner and overseer. They're careful to maintain a balance of duties where they oversee senior management and staff activities without micromanaging them.

Great Nonprofits Enlist the Help of Great Board Directors

Greatness encompasses many things and covers many areas. Nonprofit board members who attend all meetings well-prepared and arrive ready to ask the hard questions take the first step to great board performance. They're active listeners who respect and acknowledge others' opinions. They don't dominate conversations or push their personal agendas. They're eager to find that delicate balance between collaborating and challenging ideas to bring out the best in the rest of the board's decision-making. Nonprofit board experience merely enhances board directors with all the right stuff.