

# HOPE COMMUNITY SERVICES, INC.

## MEETING OF THE BOARD OF DIRECTORS

March 27, 2025, at 5:30 p.m.

6100 S. Walker Ave., OKC, OK 73139

<b>I. WELCOME</b>	Miguel	1	
<b>II. MINUTES</b>			
A. January 23, 2025 Minutes	Miguel	2	Approve
<b>III. BOARD MEMBER APPLICANT</b>			
A. Stephen Cooley	Miguel	3	Approve
<b>IV. BOARD MEMBER APPOINTMENTS</b>			
A. Secretary	Miguel	4	Approve
<b>V. FINANCIAL BUSINESS</b>			
A. Financial <i>Update/Statements</i>	Craig	5	Accept
B. FY'25 Sole Source Contract Amendment	Heather	6	Approve
1. Flex Funds – Housing – State – (\$870)			
<b>VI. NEW BUSINESS</b>			
A. Health and Dental Insurance Renewal	Shelley	7	Approve
B. 2025 Strategic Plan	Heather	8	Approve
C. Sales of 416 SW 79 <sup>th</sup> Street and Sunset Apartments 1116 SW 59 <sup>th</sup> Street	Heather	9	Approve
<b>VII. POLICY AND PROCEDURE UPDATE</b>			
A. 3.11.06 (a) Non-FMLA Medical Leave of Absence	Shelley	10	Approve
B. 3.18.00 Separation	Shelley	11	Approve
<b>VIII. CEO REPORT</b>	Heather		Info Only
<b>IX. CITIZENS TO BE HEARD</b>			

Next Board Meeting: Thursday, May 22, 2025, at 5:30pm  
Please RSVP (405-510-3757) by noon Wednesday, May 23, 2025

**HOPE COMMUNITY SERVICES, INC.**  
**BOARD OF DIRECTORS MEETING MINUTES**

January 23, 2025 at 5:30 p.m.

6100 S. Walker Avenue  
Oklahoma City, OK 73139

**MEMBERS PRESENT:**

Walter Long  
Earlene Bieger  
Gabriela Rodriguez

Miguel Troncoso  
Vernel Ross-Mullin

Steve Rice  
Sherry Read

**MEMBERS ABSENT:**

Kimberley Walker

Andrea Grayson

**STAFF PRESENT:**

Heather Helberg  
Melanie Johnson  
Alma Rhone-Edwards  
Michael Hanes  
Aaron King

Craig Ireland  
Shelley Hawkins  
Danielle Smith  
Zachary Palacio  
Tanner Daniel

Andrew Fate  
Lisa Webb  
Ashley Luginbill  
Angela Wernke

**GUESTS:**

No guests

Miguel Troncoso welcomed everyone and called the meeting to order at 5:28 p.m.

Miguel Troncoso asked the Board to review October 24, 2024 meeting minutes. Steve Rice made a motion to approve the minutes, Walter Long seconded the motion. Motion passed by unanimous vote.

Miguel Troncoso stated the position for Vice President is open for nominations. Walter Long made a motion to nominate Steve Rice; Vernel Ross-Mullin seconded the motion. Motion passed by unanimous vote.

Craig Ireland presented the Eide Bailly Audit findings. There were no adverse findings, and we are actively working to correct the documentation and material weakness findings. In response to this, we are working to build a new team and ensure everyone is held accountable to retain compliance and receive proper training. We will be looking for a new auditor, more versed in what we do at HOPE, and able to provide a more accurate audit. This has been approved by the finance committee and is now being presented for full Board approval. Walter Long made a motion to approve the Eide Bailly audit, and Sherry Read seconded. Motion passed unanimously.

Craig Ireland provided a financial update. This last quarter has been a struggle. We have roughly three million in the bank. Revenue has been down, expenses have increased, and we are creating a plan to address the issues. We are owed a large amount from managed care companies. Our controller, Kyle Karfonta, separated from the agency early this month, we are also down a clerk and grants manager. We

are looking for a local business to be our new audit partner. Our next step will be to replace our accounting software, we currently use Great Plains but want to move forward with a new company.

Heather Helberg presented the FY'25 Fixed Rate Contract Amendment Urgent Care – Adults – MHBG – Federal - \$200,000.00 – this is for the URC, in which we will bill DMH clients to this account. FY'25 Sole Source Contract Amendment Advocacy – Nicotine Replacement Therapy Project – Revolving - \$3,000.00 – this is also for the URC to carry tools for nicotine replacement. FY'25 Sole Source Contract Amendment Medication/Flex – SOS Grant – Federal (July-Sept) - \$982.40 – this money is for medications, and FY'25 Sole Source Contract Amendment Recovery Support Transition Youth Housing Subsidy – OHIT-2 – Federal - \$30,000.00 this is additional money for youth housing. Sherry Read made a motion to approve the FY'24 and FY'25 Contract Amendments, Vernel Ross-Mullin seconded the motion. Motion passed unanimously.

Craig Ireland stated within the Eide Bailly audit; we were told to have Board guidance on the amount of cash reserves to be maintained in the agency. HOPE will set a goal of maintaining three months of cash reserve. The board recommendation to management is to maintain three months of cash reserve. Sherry Read made a motion to approve the recommendation, Earlene Bieger seconded. Motion passed by unanimous vote.

Heather Helberg presented the FY'24 Strategic Plan Closeout. We had an 87% completion rate, with 10 and a half out of 12 goals completed, one partially completed goal and one incomplete goal. We have made progress with the goal of building a robust cultural awareness and involvement initiative aimed at strengthening connections and fostering a greater sense of belonging by 12-31-24, but did not meet the deadline. The partially complete goal was rethinking processes and workforce issues in Community Support and Community Living to accommodate more clients with less staff by 12-31-24, we achieved the goal within the Community Support program but not the Community Living Program. We are currently preparing our FY'25 Strategic Plan and it will be presented at the next Board meeting. Vernel Ross-Mullin made a motion to approve the FY'24 Strategic Plan and Steve Rice seconded the motion. Motion passed unanimously.

Shelley Hawkins presented the Policy and Procedure update for 3.05.02(a) Provider Contracting with the Oklahoma Healthcare Authority (OHCA). This new policy allows us the ability to hold staff accountable for maintaining their contract with the Oklahoma Healthcare Authority. If staff are not maintaining their credentials, they are unable to bill for services provided. Ms. Hawkins presented the 3.11.04 Bereavement Leave Policy and Procedure update, with the addition of the verbiage “per calendar year” as well as stating one of the five allowed days may be used for the loss of a pet per calendar year. Ms. Hawkins also presented the 3.18.00 Separation in which paid time off (PTO) replaces the word “vacation” and includes a retrieval of personal belongings plan in which one Human Resources staff and one clinical staff will handle the packing of employee personal and agency property. Sherry Read made a motion to accept the Policy and Procedure updates, Walter Long seconded the motion. Motion passed by unanimous vote.

Heather Helberg gave the CEO Report. Chief Bacy from OKCPD toured our URC and brought his leadership team. A couple of years ago we implemented a volunteer leave program, this Christmas we had several teams volunteer at the food bank. Our Children and Youth program hosted a Christmas party and had 90 children show. We had our HOPE holiday party, great turnout, we had Fuzzys Tacos, games, gifts, photo booths, and Years of Service Awards. We received an aging services grant and were awarded

\$10,000. HOPE had media coverage, we were mentioned in a press release by DMH in the reduction in police responding to mental health calls. The police department came out to focus on their mental health partners, the video is posted on our Facebook and on YouTube. The Department of Justice investigation report was released, OKPD has been improving their relationships with mental health partners, unsure what will happen due to this report. Attended a south chamber meet and greet and various other events in our community.

Steve Rice motioned to move into Executive Session at 6:13 p.m., Sherry Read seconded the motion. Staff present were Heather Helberg, Shelley Hawkins, and Craig Ireland. Steve Rice motioned to move out of the Executive Session at 6:50 p.m. Walter Long seconded the motion.

Miguel Troncoso adjourned the meeting at 7:31 p.m.

SUBMITTED:

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Vernel Ross-Mullin, Secretary and Treasurer



## Board Member Application

Date: March 17<sup>th</sup>, 2025

Welcome and thank you for your interest in becoming a member of our Board of Directors at HOPE Community Services, Inc. (HOPE). Volunteering your time for a non-profit community mental health center can be a very rewarding experience. Every day we make a difference in the lives of so many, and we are excited to have your valuable expertise in helping us to do this.

We appreciate you taking the time to complete this application and providing important information about yourself. This application will be reviewed by members of our Senior Management Team, as well as our current members of our board.

Name: Stephen Cooley

Address: [REDACTED]

Email Address: [REDACTED]

Home Phone: N/A Cell Phone: [REDACTED]

Place of Employment: Simmons Bank

Position: Vice President, Loan Officer Work Phone: [REDACTED]

Education: Bachelor of Science, Accounting and Bachelor of Business Administration, Management

Work History (or attach resume): see attached resume

Professional Organizations and Memberships: Commercial Real Estate Council, Oklahoma Municipal Contractors Association, Oklahoma Bankers Association, and Ducks Unlimited committee member (non-profit organization)

Volunteer Activities (Past or Present): Junior Achievement, Russell Dougherty Elementary School, United Way participant and donor. Volunteer occasionally with Edmond Mobile Meals (non-profit) that delivers meals to elderly and disabled individuals that are unable to prepare meals for themselves.

Hobbies or Special Interests: Coaching son in baseball and football, Golf, Hunting, and Fishing.

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Circumstance	Percentage (%)
If someone is attacking you	85
If someone is threatening you	75
If someone is harassing you	65
If someone is insulting you	55
If someone is annoying you	45

1. After seeing first-hand what HOPE Community does day-to-day during a recent tour of your facilities with Heather Helberg and Craig Ireland, it has inspired me to want to do be apart of an organization that has a meaningful impact to my local community.

3. My experience in banking and finance for the last several years allows me the ability to give back through my expertise to help contribute an organization to grow and thrive in the community.

[illegible]

If you become a member of HOPE's Board of Directors, you agree that you will be able to provide at least 2-4 hours every two months in attendance to Board and Committee meetings, and that you do not have any conflict-of-interest in participating on the Board.

Applicant's Signature:  Date: 3/17/2025

We are excited at the possibility of having you as a Board Member. We will be contacting you shortly at which time you will meet with our Senior Management where we can share more information about HOPE as well as learn more about you.

If you should need any additional information, please feel free to contact me. Thank you for your application.

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Ashley Luginbill  
Administrative Officer  
405-510-3757

## Stephen R. Cooley

### Education

*Bachelor of Science - Accounting*, December 2012  
**University of Central Oklahoma**, Edmond, OK  
College of Business

*Bachelor of Business Administration - Management*, July 2009  
**University of Central Oklahoma**, Edmond, OK  
College of Business

### Work Experience

#### **Vice President, Loan Officer (Simmons Bank)**

Oklahoma City, OK September 2021 – Present

Originated, serviced, and managed a variety of commercial. Cross-sold other bank products and services based on customer needs. Grew portfolio from \$0 to \$51M during my time of employment.

#### **Vice President, Loan Officer (Oklahoma Fidelity Bank)**

Oklahoma City, OK November 2016 – September 2021

Originated, serviced, and managed a variety of commercial and consumer loans. Cross-sold other bank products and services based on customer needs. Conducted cold-calling techniques to bring in new business to the bank on a weekly basis. Brought my banking center from \$500M in loans to \$6MM in 10-months.

#### **Vice President, Loan Officer (Prosperity Bank – formerly Coppermark Bank)**

Oklahoma City, OK February 2015 – November 2016

Originated, serviced, and managed a variety of commercial and consumer loans. Cross-sold other bank products and services based on customer needs. Conducted cold-calling techniques to bring in new business to the bank on a weekly basis. Brought my banking center from \$500M in loans to \$6MM in 10-months.

#### **Assistant Vice President, Loan Officer / Credit Analyst\* (RCB Bank)**

Oklahoma City, OK February 2013 – February 2015

Originated, serviced, and managed a variety of commercial and consumer loans. Cross-sold other bank products and services based on customer needs. Managed and maintained loan portfolio ensuring that each loan is in adherence with bank policy and regulatory requirements.

\*originally hired on as a credit analyst and was promoted into the lending staff in 2014.

#### **Credit Analyst / Asset Analyst / Exceptions Processor (Coppermark Bank)**

Oklahoma City, OK October 2009 - February 2013

Provided strong internal support and efficient service to commercial lenders and executive management by preparing credit memorandums, analyzing financial statements.

### Skills and Qualifications

- Experienced in sales/marketing, time management, customer service, client maintenance/retention, and cold calling.
- Well-versed with CASH financial software, Jack Henry software programs, Microsoft Excel, Power Point, Word, and Outlook.
- Experienced in market analysis/research, analyzing financial statements, and under writing.
- Knowledge in commercial, consumer, and oil/gas lending terms.
- Punctual, efficient, organized, detailed, and goal oriented.

### Activities and Awards

- United Way participant and donor
- Previous Special Olympics volunteer and mentor
- Former UCO Accounting Member
- Ducks Unlimited committee member (non-profit organization)





## SERVICES WITHIN REACH

Allie Friesen | Commissioner

Kevin Stitt | Governor

**To: Heather G. Helberg, Executive Director  
HOPE Community Services, Inc.**

**Re: FY25 Sole Source Contract Amendment  
PO # 4529067845**

**Date: February 20, 2025**

The Oklahoma Department of Mental Health and Substance Abuse Services amends your FY25 contract by a total of **(\$870.00)**.

Contract Line	CFDA	SOW <a href="http://www.odmhsas.org/arc.htm">http://www.odmhsas.org/arc.htm</a>	Amendment Amount	FY25 Total Contract Amount
Flex Funds - Housing - State	n/a	Same	(\$870.00)	\$139,175.58

The changes to your contract are as follows:

Section IV (Compensation), subsection A for a total of **(\$870.00)** with appropriate adjustments to the applicable sections.

This amendment should be made a part of your contract.

No further actions are required on your part.

Thank you,

*LaToya Mitchell*

LaToya Mitchell, CPO  
Contract Officer III

Ecrw 20584



**ADDRESS**  
2000 N Classen Blvd, Ste 2-600  
Oklahoma City, OK 73106



**PHONE**  
1 (800) 522-9054



**WEBSITE**  
[oklahoma.gov/odmhsas](http://oklahoma.gov/odmhsas)

# Strategic Plan Update

## Date 2025



**Hope Mission: To increase access to compassionate care and cultivate healing.**

**Vision for 2025: Streamline Programs to Improve Sustainability**

**Risks: Funding is the biggest risk to Hope this year. With the introduction of managed care to our Medicaid programs, Hope is struggling to get paid what we are owed for the services that we are providing. Funding for Crisis services is also well lower than the cost to provide them. With all the transition at ODMHSAS, they are no longer the dependable partner they once were. They are facing a budget shortfall as well and have no plan for the 70(Feds)/30(State) split that will happen in September with CCBHC funding.**

### Ongoing Strategic Yearly Deadlines

Due	Task
12-2025	Send out Stakeholder Surveys
12-2025	Provide 4 Cultural Competency trainings
2-2025	Develop Operating Budget
4-2025	Capital improvement plan/budget, Accessibility plan, Risk Assessment, and Technology Plan will be developed, and board approved
12-2025	Safety Committee will meet eight times
Ongoing	Strategic Plan and Program Monitors reviewed quarterly in Management Team
7-2025	Conduct Employee Survey

### Strategic Goal #1 Marketing – Social Media and Online Presence Improvement, Strategic Branding

Key Initiatives	Responsible Party	Tasks	Priority
A. Optimize Our Website	Byjou Vaughn	Conduct a website audit to identify areas for improvement. Ensure website is mobile-responsive and loads quickly. Enhance website localization and SEO optimization using updated meta tags, headers, and content. Implement user-friendly navigation and design enhancements. Test the website across different devices and browsers.	Medium
B. Leverage Social Media	Byjou Vaughn	Increase engagement by actively posting with diverse content (e.g.- client testimonials, staff spotlights, service highlights). Engage with followers by responding to comments and messages promptly. Identify key social media platforms where our target audience is active. Track and analyze social media metrics to measure engagement and reach.	Medium
C. Increase Local Visibility	Byjou Vaughn	Launch social media campaigns highlighting success stories and community impact. Optimize the Google My Business profile with accurate and up-to-date information. Use geotags and location-based hashtags to increase reach in local online spaces. Increase presence at community events through participation in local events, health fairs, and community workshops.	Medium



# Strategic Plan Update

## Date 2025



### Strategic Goal #2 Team Investment/Engagement –Leadership Training and Development

Key Initiatives	Responsible Party	Tasks	Priority
A. Implement agency-wide use of core competency forms	Billy Ray Andrew Fate	Develop/update standardized Core Competency Forms tailored for each program and position. Implement evaluations into the 30- & 60-day check-ins for new employees, train all leaders on how to effectively use the forms to support employee integration and growth.	High
B. Leadership Trainings	Andrew Fate Shelley Hawkins	Develop a structured leadership training program. Establish a curriculum for new and existing leaders to increase effectiveness.	High

### Strategic Goal #3 Operational Excellence – Outcomes, Audit Readiness

Key Initiatives	Responsible Party	Tasks	Priority
A. Develop scripts for each therapeutic service to ensure the progress note will meet governing body standards.	Cody Shoemaker Agata Flynt Miranda Gudgel	Team will meet to plan each note script and train staff before they roll out the notes.	High
B. Develop new progress note to integrate CCBHC standards in daily clinical practice	Agata Flynt Miranda Gudgel	Review CCBHC standards and audit results to establish criteria. Complete a clinical review of the note. Train all clinical staff on new note and implement.	High
C. Develop Quality Assurance staff coverage in all treatment teams to streamline processes and create a high quality of care.	Agata Flynt Billy Ray Melanie Johnson	Team will meet and establish schedule for treatment team coverage. Team will decide quality measures to review on a quarterly basis to improve quality.	High



# Strategic Plan Update

## Date 2025



Strategic Goal #4 Culture – Mission, Vision, Values. Internal Communication Strategy. Team Empowerment/Think Tank			
Key Initiatives	Responsible Party	Tasks	Priority
A. By April 18th, develop and roll out a clear and concise set of core values that align with the agency's mission and vision.	Andrew Fate	Create and execute implementation plan to share and embed values. Ensure values are reinforced and embedded in every aspect of Hope (trainings, highlighted during meetings, mention in employee recognition, etc.)	Medium
B. By June 1st, develop and implement a comprehensive internal communication strategy that enhances communication across the entire agency	Shelley Hawkins	Conduct a communication assessment using a SWOT analysis. Identify and prioritize key communication practices and tools for effective internal communication. Develop a plan for training and equipping leaders and employees to effectively use new communication channels and tools.	Medium
C. By July 1st, launch a team empowerment think tank initiative that encourages employee creativity, innovation, and ownership.	Lisa Webb Shelly Hawkins	Recruit and train a diverse group of employees to serve in the think tank (from all areas/levels of the agency)	Medium

### **3.11.06(a) - Non-FMLA Medical Leave of Absence**

An employee with a personal medical condition, including recovery after childbirth, who is in his or her first year of employment and has completed six (6) months of service with the agency, may request a leave of absence for a self-qualifying medical event. This leave will be considered for employees that need to be out of work for five (5) consecutive days. Employees may take leave up to six (6) weeks within their first 12 months of service at HOPE. Intermittent leave under Non-FMLA is not permitted unless such leave has been approved as a reasonable disability related accommodation pursuant to the ADAAA.

#### **Requesting a Non-FMLA Medical Leave**

In order to apply for a Non-FMLA Medical Leave of Absence, employees must complete a “Request for Leave Form.” This form can be obtained from the Human Resources department. This form must be reviewed and signed by the employee’s supervisor and then forwarded to Human Resources for review.

Employees requesting a leave of absence should provide their supervisor with no less than 30-days’ notice prior to the date on which the leave is to begin – except in emergency situations in which that require the leave to begin earlier than the 30 day notice. In these instances, employees are expected to provide such notice as soon as practical.

Some leaves may be conditionally approved without having the required forms prior to the commencement of the leave based on individual circumstances.

#### **Certifications of Leave**

HOPE requires a written certification for all Medical leaves. In addition to the Request for Leave Form completed by the employee, medical certification must also be submitted. This documentation is to be obtained from the employee’s health care provider and returned directly to the Human Resources department to support the request for leave.

#### **Approval/Denial of Non-FMLA Medical Leave**

Once the Office of Human Resources receives a completed medical certification and the Request for Leave Form signed by the employee and their supervisor, the employee will be notified within five (5) business days whether or not the leave is approved or denied.

# HOPE COMMUNITY SERVICES, INC.

## PERSONNEL POLICIES AND PROCEDURES

Last Revision: January 23, 2025

### **3.18.00 SEPARATION**

All employees at HOPE are employees-at-will and employment may be terminated at any time, with or without notice, with or without cause, by either the employee or HOPE. No agreement establishing different terms or conditions shall be recognized unless the agreement is in writing and signed by the Chief Executive Officer (CEO).

Separation may be the result of resignation, reduction in force or discharge.

All employees separating from HOPE shall be required to process the appropriate paperwork through the Human Resources Office on the final day of employment. During this meeting, the employee must return all organization property which has been issued (keys, ID badge, etc.). Replacement fees may be assessed for issued items that are not returned and these fees will be deducted from the employee's final paycheck.

#### **RESIGNATION:**

Employees shall submit their resignation in writing to their immediate supervisor and the Human Resources Director at least two (2) weeks prior to separation, whenever possible, to allow for the appropriate discharge or transfer of clients. Staff members who are part of HOPE's Management Team (Directors, Officers, and Executive level staff) will be required to provide and fulfill a 30-day notice. At the CEO discretion, resignation may be accepted early.

The resignation of the CEO shall be submitted in writing to the Board of Directors at least one month in advance.

At the point of separation, unused paid time off (PTO) up to ~~120~~ 160 hours will be paid to eligible employees who have successfully completed six months of employment and fulfilled a professional courtesy notice. Employees who voluntarily resign from HOPE must provide and fulfill a professional courtesy notice, length as stated above, to receive payment for unused vacation time. To fulfill a notice, all scheduled shifts must be worked in full, including the final day. If an employee is unable to work a scheduled day due to illness or other immediate need, they can extend their notice to make up the scheduled shift(s). No compensation of unused PTO leave will be paid at the point of separation if the appropriate amount of notice is not provided.

#### **REDUCTION IN FORCE:**

An employee may be separated as part of a reduction in force resulting from circumstances including, without limitation, lack of funds, curtailment of work, staff reorganization. An employee terminated under a reduction in force shall receive no less than two weeks' written notice of termination of employment. An employee terminated under a reduction in force is not disqualified from future employment with HOPE. An employee adversely affected by a reduction in force shall have the right to appeal following the procedures covering personnel grievances (See Section 3.21).

#### **DISCHARGE:**

HOPE may terminate any employee with or without cause and with or without notice; including, but without limitation to:

- Violation of any organization policy or procedure