



Achieved: nonprofit ownership of MSCH

Mountain Shadows Support Group Inc. (MSSG) has achieved its long sought-after goal of nonprofit ownership of real estate and operations. As of Oct. 1, MSSG became the IRS-approved owner of Mountain Shadows Community Homes.

MSSG is a 501(c)(3) nonprofit agency. The acquisition was financed by municipal, tax-free, low-interest bonds. "This restructuring ensures the long-term future for our residents," said Wade Wilde, Executive Director of MSSG. "Neither the mission nor the operations of Mountain Shadows Community Homes changes."

However, there were technical shifts to meet legal requirements. The old Mountain Shadows Support Group morphed to a nonmembership governing-board of trustees--MSSG.

The former support group became *Friends of Mountain Shadows*, an auxiliary and a standing committee. Doug Cook stepped down as president and CEO of Mountain Shadows, Inc. (now dissolved) and becomes a concerned volunteer with *The Friends of Mountain Shadows auxiliary*.

Credit revenue from the Golf Classic with generating enough capital over 10 years to make the bond acquisition a "done deal." Also credit Mountain Shadows' sterling reputation in establishing financial and operational quality and credibility.

"This move gives Mountain Shadows Community Homes \$1 million in fiscal reserves," said Wilde. "It allow us to do more with less. And it is something we felt we had to do. Rate compensation to providers like us over the past two years has turned inadequate and dilatory."

MSSG Board of Directors are an exemplary cross section of community and industry leaders who volunteer their time and are committed to the mission of Mountain Shadows Community Homes. They are headed by Dick Marrs, pres.; P. Dennis Mattson, vice pres.; Mary Ellen Alton, sec.; and Carol Haskin, tres. Additionally, Carol Cox, Theodore Jackman, Gary D. Macomber, John Martindale, and Wilde serve on the board.

Marrs is an insurance company owner and a former Mountain Shadows "Person of the Year". Mattson, also a long-time Mountain Shadows supporter, is corporate president of Independent Options, Inc.--a provider of services to persons with developmental disabilities. Alton, a graphic designer, has thrice been honored in Escondido as Kiwanian, Volunteer, and Ambassador of the Year. Haskin is proprietor of Photographic Memories and also serves as president of *Friends*.

Cox, retired chief of staff for Sen. William Craven, spearheaded state laws establishing levels of care for persons with developmental disabilities. Jackman, plant manager for Harborlite Corp., has been civic leader and church activist for 40 years. Macomber is a former director of the Calif. Dept. of Developmental Services (the state's *largest* agency). Martindale, a certified financial planner and investment strategist, serves several charitable fundraisers annually--including the Mtn. Shadows Golf Classic [See 'Fore Perspective' p. 2]

TIMELINE

--In April 1990, a core group of parents began negotiations for the acquisition of Mountain Shadows. "The primary effort was to have the non-profit Mountain Shadows Support Group make the purchase using municipal tax-free bond financing," said former MSI CEO Doug Cook. "We came close, but the deal collapsed."

--In early 1992, parent stockholders invested seed capital and formed a for-profit corporation (Mountain Shadows Inc., led by Cook). MSI purchased the business with an option to buy the land and buildings.

--In January of 1999, MSI again explored its non-profit option. "Our primary intention was to have one non-profit entity own the property and manage the operations," said Wilde.

--On Oct. 1, 2002, MSSG gained bond financing, ownership, and nonprofit status.



Classic raises a record: \$20,000-plus

Our 10th annual Golf Classic brought in over \$20,000--a record. The charity revenue goes toward life-enrichment for the 117 residents of Mtn. Shadows Community Homes.

It was a big show in a big month that saw Mtn. Shadows restructure and take full ownership (as of Oct. 1) of its real estate, homes, and operations. "This would not have been possible without help from our annual Golf Classic," said Wade Wilde, the Executive Director of the new nonprofit ownership entity Mountain Shadows Support Group Inc. "It has assured the future of our residents."

There are a lot of heroes to thank, starting with corporate sponsors Newman & Associates Inc., Considine & Considine, and associate sponsor Ken Melton. Also: major donors Spencer & Angie Busby (Utah Vacation and Airfare) and [continued]



Classic: over \$20,000

[Continued] Frank & Tonya Montes (RCI Vacation of your choice). Leadership came from the Big Four: John Martindale, the "Head Recruiter" who has infused the tourney with new blood into the golf committee; Ron Reina, the masterful Master of Ceremonies at the awards banquet and auction dinner; Chico Chakarian, Classic chairman for the 3rd year; and Considine secretary Adriana Guevara.

"It's hard to believe that emcee Ron Reina is 'retired' because he was at his best on Sept. 9," said Chakarian. "I am sure other people left with sore stomachs from laughing so much. I just can't imagine anyone doing what he does as well as he does."

Reina, a fixture personality in San Diego media for decades, averages 30 yearly personal appearances. He *loves* The Classic. And he is a magician at liberating dollars for the cause during the evening auction and raffle.

Martindale is a certified financial planner with Dunham & Associates and the man responsible for the Classic's successful 10-year evolution. He says it takes some sacrifice. "I told Doug Cook that somehow Mtn. Shadows has gotten itself wedged in between my family and my career on the pecking order of importance."

Tourney organizers each year ask, "Are we having fun yet?" And each year the smile on their faces widens. What a GREAT tournament!!! A sellout crowd, beautiful day, outstanding food, and side-splitting auction.

"I heard numerous times what a well-run tournament it was," said *Friends* president Carol Haskin. "The comments were: 'first class', 'well organized', 'we'll definitely be back next year'. One player new to the tournament was in my husband's group. He was very impressed with the tournament, and he became even more enthusiastic when he found out what the tournament supported.

"As a parent, I am constantly overwhelmed with gratitude and appreciation for the hard work and dedication that the committee members put forth year after year. They have their own families, jobs and commitments to worry about but always manage to find the time for Mountain Shadows."

Our sincere thanks to all on the golf steering committee. This includes Chakarian, Martindale, Haskin, Cook, and Wade Wilde. Also: Portia Bibb, Augie Busby, Linda Cook, Adriana Guevara, Fred Lindahl, Dick Marrs, Tonya Montes, and Kelly Newell. The 144 Classic golfers each received embroidered golf shirts and a embroidered overnight bag. They also took home a Padres floppy hat, a sleeve of Union Bank, mini flashlights and a free 3day/2night vacation provided by Encenta. And they had rich incentives: Chris Meacham was the finalist in taking one

(unsuccessful) \$25,000 putt. All golfers got 2 shots at winning a \$50,000 auto with a hole-in-one.

Fore perspective

'We'll look back in 10 years and laugh at how "small" we were in 2002'

By John Martindale

Rarely do I say "no" when someone asks for help. In January of 1992, Jeff Dunham, President of Dunham & Associates, asked me if I would assist with a charity event he favored. I paused. Dunham added, "It's a golf tournament."

Golf was the operative word. I said yes. And subsequently served on the Mtn. Shadows golf committee for four years as the old Mountain Shadows Support Group graduated from bake sales and car washes to running one of the best run Charity Golf events in SD County.

Over the past 10 years with the Classic, our goal was never to raise millions, but to afford us the opportunity to help Mountain Shadows as a nonprofit corporation effectuate a multi-million dollar purchase of the property. This purchase has been made. MSSGI has IRS-approved nonprofit status. And the residents REALLY have their "own home."

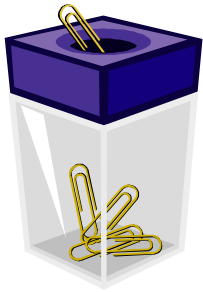
Our strength lies in the loyalty of our golf committee. Wade Wilde describes its commitment as "unwavering dedication". Most members have reached the veteran status of 7-10 years serving. In recent years, new members are Adriana Guevara, Tonya Montes, Angie Busby.

We now have people who approach us after the event and inquire how they can help. One of our Golden Flight golfers (10 years playing in the tournament), Chris Meacham of Cornerstone Wealth Management, pulled me aside at the awards dinner and said that his assistant, Amber, would like to serve on our committee next year. That's gratifying.

The committee is the nucleus. Golfers will come and go, but our strength and future lie in our ability to grow. We have come a long way, but the bar has been raised due to our very own success. We will look back 10 years from now and laugh at how "small" we were in 2002.

Cooks in the news

Doug Cook, outgoing president/CEO of Mountain Shadows Inc., has been named vice president of the Developmental Services Network, Inc. This statewide, nonprofit corporation represents a coalition of ICF/DD H & N providers. His wife, Linda Cook, was recently installed as president of the Kiwanis Club of Escondido. Linda is the Director of Community Relations for Mountain Shadows.



Notes from the Executive Director's desk

By Wade Wilde

(Editor's note: Mr. Wilde served as Controller of Mountain Shadows beginning in 1994. In 1996 he was appointed to the Board of Directors of Mountain Shadows, Inc. and served as corporate secretary. He became Chief Financial Officer in 1998 and then Executive Director of Mountain Shadows Support Group Inc. this year. He is a licensed nursing home administrator and has been in health care since 1987.)

THE GOOD NEWS

Mountain Shadows Community Homes embarks under nonprofit ownership with \$1 million in fiscal reserves--a figure that would have been astonishing in our deficit-spending over years past. That's the good news: financial and organizational stability.

The less-than-good-news is that easier monetary sailing may be still be a year or two away. Reimbursement from the state is no where near meeting our real needs. That should change with Medical increases by 2003 or 2004. Meanwhile, our expenses rise. Workers comp costs for us has jumped 165% this year; liability insurance is up 45%. The added price tag of those two programs is a whopping \$180,000. To weather the fiscal storm still with us there will continue to be some belt-tightening.

WHAT'S AHEAD FOR FRIENDS

Friends of Mountain Shadows will continue to provide the key auxiliary support began by the first parent group here in 1986. Rather than being diminished by the reorganization to nonprofit status, *Friends* assume a greater role. Our auxiliary support is on a roll.

For Circus Day this year, *Friends* brought in 140 volunteers to help. With that assist from churches, Kiwanis, Hope Worldwide, K of C, and Girl Scouts, we had the most successful circus ever.

Almost as old as Circus Day is our Golf Classic fund raiser--now in its 10th year. Profits (\$20,000-plus) from the 2002 event reached record levels--and doubled income which we felt was manna way back when. The Knights of Columbus Tootsie Roll sale has boomed in the past two years under K of C Tootsie Chairman Col. (Ret.) Lou Silva. Monies raised go to resident needs. Last year, the sum was \$4,000 -- at least double previous revenue. And Col. Silva promises to do even better this year.

Among Silva's innovations are raffles and--this year--a \$10 ham dinner with all the trimmings. Contact Carol Haskin (909.696.9181) for tickets to the event at the K of C hall on Nov. 3 from 3-5 p.m. *Friends* have purchased 10 tickets and will donate them for our residents to attend.

No fewer than 12 residents pitched in to do their part in the Tootsie Drive Oct. 18-20 at K-Mart and El Tigre market. Helping our hardworking Tootsie chair Mary Lou Swarner were parents Haskin, Cheryl Edwards, and new faces Bill and Cynthia Neville. Also new this year was Mary Blackburn (her brother Jerry Gamboni lives in Oak)... We have great, great community and parent support. But we need more. Success feeds on success.

A MODEST PROPOSAL-- MORE FRIENDS

One proposal being entertained by *Friends* is an aggressive *Friends* Pledge Drive. Expanded efforts would provide more for residential recreational, education, and cultural enrichment. Friendship pledges would run from \$15 (individual) to \$50 (business). And the goal I'm hearing is ambitious. Why not scores of new members?

Friends Pres. Carol Haskin wants the proliferation of volunteers and successful events to continue. Expanded enrollment would be directed toward community. In other words, our future is linked to getting the community deeply involved in Mountain Shadows Community Homes.

Community-expanded participation continues an on-going campaign by Mountain Shadows for greater understanding of the lives and *abilities* of individuals with developmental disabilities. Pledge benefits might included an annual community barbecue here, and invitations to Circus Day. So, I hope we can nurture a *Friends* Pledge Drive and keep our volunteer momentum strong. Community Relations pays great mutual benefits.

CALENDAR-- YOU ARE INVITED TO:

--*Friends* meeting Nov. 23 at 11 a.m. Come and meet our Board of Directors.

--Christmas Party Dec. 14. Begins as *Friends* meeting at 11 a.m. Continues as the residents' seasonal party.



'Milestone' meeting celebrates non-profit

By Brian Wiersema

Doug Cook called the Oct. 19 meeting of *Friends of Mountain Shadows* "a milestone".

It was all that and more, a major meeting event. With a handful of the original founding members of the Mountain Shadows Support Group and long-time staff attending, Cook handed the reins of a restructured Mountain Shadows Community Homes over to Wade Wilde.

Cook's tenure as president and CEO of Mountain Shadows Inc. ended. Wilde's authority as Executive Director of Mountain Shadows Support Group Inc. (MSSGI) began.

In the ceremonial transition of power, Cook recalled "the struggles we went through for 12 years," and that "the for-profit corporation that parent stockholders formed in 1991 was anything but for profit."

"We bought the business and leased the property," said Cook. "And then we went through 12 years of deficit financing. But without our purchase and stepping in when it did, I do not think that Mountain Shadows would be here today."

Cook added: "A lot of good things have occurred at Mountain Shadows, and they will continue under the new nonprofit Mountain Shadows Support Group Inc."

"The timing of this transition to nonprofit 501(c)(3) status is most advantageous to residents and employees, said Cook.

The outgoing CEO spiced his remarks with humor. "But I am not an official part of the organization any more. When your child's underwear comes up red in the wash and he's missing a dozen part of socks, and Stacy [Kendall] is on vacation, call Wade Wilde."

On hand were Cook, Portia Bibb, and Lee and Corky Kleeberger (their son Craig lives in Lemon). All four were founding members of the original Mountain Shadows Support Group that formed in 1986. Also attending were staff, residents, and *Friends of Mountain Shadows*--the parent support auxiliary.

"There's tremendous satisfaction to what we have accomplished, and that could not have happened without Wade [Wilde], Stacy [Kendall], and people like long-time employees Brookes Nua and Donna Ponamorenko--who are all here in attendance today."

Parent Lee Kleeberger told Cook: "We appreciate what you've gone through and what you've done for Mountain Shadows in creating a pleasant and efficient environment. Believe me, there is nothing like this anywhere in Idaho--where we lived for eight years."

Cook said that the linchpin to the reorganization came from *Friends* President Carol Haskin about two and one half years ago. We were having our regular financial headaches, and Carol said, "Why don't we just go nonprofit."

Wilde reassured parents that "this transition will be transparent" and "operations will continue as normal. Our mission, our goals, our personnel stay the same. The biggest difference is that Mountain Shadows Community Homes is responsible for its own destiny now."

Wilde added: "The structure for long-term stability is now in place."

Friends, Haskin said, is now a committee of MSSG. "I see our function as liaison between parents and board. We're here to keep the lines of communication open." *Friends* will continue the role launched by the Mountain Shadows Support Group in 1986. We'll do whatever we can to help."

In other meeting action:



--Activities Director Michelle Ridgeway announced the residents' Halloween Dance Oct. 26 at the Knights of Columbus hall on W. Valley Parkway. This will be Ridgeway's last day as Activities Director. She moves on to Bonsall School District as a Special Education teacher for children with communicative disorders.

"This dance is a major, major function," said Ridgeway. "It involves all of our 117 residents who wish to attend, and the transportation to make that possible.

--Resident Jacob Ibarra told the group that he's received Board backing and the OK for the Jake Ibarra Fund. "This is an opportunity to help residents better their lives," he said. Money will come from from the soda machines, fund raising, and donations. These revenues will be parceled out from residents to residents on a need basis. Doug Cook seeded the Fund with \$50.

--Jan Spain was acknowledged and praised for physical therapy consulting services. "Spain has been here since Mountain Shadows opened [in 1986]," said Cook. "Jan has long been a part of the family here."



NOCs are in charge

Parents sleep better thanks to night supervisors Leon and Keith

They have two of the most “invisible” jobs at Mountain Shadows Community Homes. And yet the night shift supervisors--or NOC Charges--cut a high profile on the issues of security and safety.

“Parents say they sleep better with us on duty,” said Robin Keith.

Keith and Moises Leon are in charge from 8 p.m. to 6 a.m. They alternate shifts, working two or three nights at a stretch. “When it’s dark, we are the eyes and ears of Mtn. Shadows,” Keith added.

The NOC Charges pull multiple duties, from helping nurses check medications to pitching in to assist House NOCs (short for “nocturnal”) with making lunches and cleaning wheelchairs. But their number one priority is security/safety. “We check each house several times a night,” Keith said. “And we make sure that everyone in the homes belongs there. If a car comes onto the premises, I’m going to stop and find out who it is.”

“Our NOC Charges represent the essence of reliability,” said Oak QMRP/Admin. James Arp. “And they consistently perform above and beyond the call of duty.”

Moises Leon was recently named Employee of the Year, an honor that reflects the trust Mountain Shadows has in its night bosses. Leon began work four years ago as DCS to Oak House. “Moises was always very flexible and willing to change his schedule to meet the needs of Oak,” said Toni Albright, HR director.

He worked 2:30-11 p.m. and then as Oak’s NOC. He became Oak’s “designee” (the person in charge when the House Manager is off). In August 2001, Moises was promoted to NOC Charge.

“Moises is very receptive to change and has grown--really bloomed--as a person. He carries his load of responsibility well,” said Arp.

“Moises has shaped a life and a career devoted to caring for persons with developmental disabilities,” said executive director Wade Wilde. “He has a big, big heart.”

Moises was born in Puebla, Mexico, in 1974. With his parents and five brothers and two sisters, he emigrated to the United States and settled in Escondido in 1989. Moises enrolled in and then graduated from Escondido High School, in 1993. “Learning English as a second language was not easy,” he said.

For a time, Leon worked in construction. But he developed an interest in working with challenged individuals while assisting them at a gym where he exercised. In fall 1998, after responding to a MSCH newspaper job ad, Moises signed on with Oak. He made many friends. His profession took wing.

Keith, 33, joined Mt. Shadows three years ago--as DCS in Apple. Last year, like Leon, she was promoted from House NOC to NOC Charge. She lives in Escondido with her husband Linn Keith and their four children. Their youngest, Noah, is a foster child.

House NOCS prepare lunches, maintain wheelchairs, clean kitchens and bathrooms, do laundry, and help residents with activities of daily living. They are every bit as busy as day staff.

NOC Charge does NOC chores *and* a lot more. The NOC Charge arrives for work before 8 p.m. Checks his or her messages, grabs a pager, and goes to each house and performs a medications inventory.

Their rounds include Oak and Elm off campus and require a drive to and from San Marcos. By about 11 p.m., Leon or Keith begins a head-count (bed check) census for each home. Returns to the main office, takes out the trash there, and writes a complete report on how many clients are in each house. Breaks briefly for breakfast at 1 a.m. Then it’s back to visit all houses again, with each NOC Charge pitching in as needed.

By 2 a.m. Leon or Keith is helping to clean wheelchairs and make sandwiches. Meanwhile, either is on call to assist with any emergency. If a house is behind schedule, he or she rolls up sleeves and plays catch-up. By 6 a.m. each has completed another full client census/security check.

“I am very happy and comfortable in my job,” Leon said. “I very much enjoy helping people.” Keith says what she likes best about her work “is getting to know residents on a personal basis.” In her time off, Keith may take Kathy of Cedar to the movies or Kenny of Birch to church.

Both Keith and Leon are sensitive to the concerns of parents. “We are responsive to their wishes, whether that’s extra care or doing more for residents who are ill,” said Keith.

Check out our website--and send us your email address

Mountain Shadows is on-line:

<http://www.mountainshadows.ws>.

Everything from What’s New to Employment is available to you--a fingertip touch away. So, keep current on services and activities *and* check us out. And while you’re visiting our home page, be sure to give us your email address and comments. This way we can keep you posted on updates and announcements.



Staff foursome wins

An unlikely foursome of Inland Empire men won the prestigious Mt. Shadows Support Group Golf Classic in San Diego Sept. 9.

Our charity event, in its 10th year, is one of the largest in southern California benefiting persons with developmental disabilities. And for the first time ever, the winning team are all employees in the developmental services industry. They are: Jason Sypolt and Tucker Helgeson, both of Riverside; and Chris Fielder and Mark Antenucci, both of Corona. All are employees of Independent Options--a long-time Golf Classic supporter.

Over the past decade, the best previous showing for a developmental services entry (typically MSCH-related) in the tourney had been dead last. This year, the Sypolt-Helgeson-Fielder-Antenucci combo took all honors with an even (best ball) par 72 on the Bernardo Heights Country Club course.

What's amazing, too, is that the four men play an average of only *three* times per year, and they were going up against 36 San

Diego business-person foursomes thick with ringer-like scratch and low handicap golfers.

Independent Options, a Corona, CA-headquartered company, is headed by CEO Dennie Mattson, who has a long mentor relationship with former MSI CEO Doug Cook and of supporting MSCH. Mattson sponsored the winning foursome. Mattson is also Executive Director of the Developmental Services Network, Inc.-- a nonprofit Calif. corporation representing providers who care for persons with developmental disabilities.

Connection to Independent Options runs deep. Its Training Director Sypolt, 27, is the son of company co-founder John Sypolt (now deceased). And, Sypolt is the stepson of company Dir. of Operations Rebecca Helgeson. Rebecca Helgeson, mother to half the foursome, is also a cog in developmental services--she is a statewide consultant to Developmental Services Network.

Sypolt carried his team with drives of 300-320 yards--all fairway straight. "Our secret to winning was let the pressure go," said Sypolt. "It was all about going out and hitting the ball and having fun." He plays racquetball, and coaches football, soccer, basketball, and baseball for the city of Riverside Parks and Recreation. Sypolt fills out at 6 foot 3 inches, 225 pounds.



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