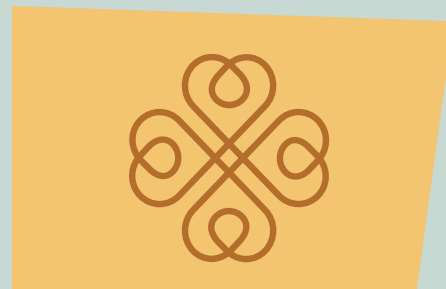


# Built for Belonging

Annual Report 2021



MAYBELLE  
CENTER FOR COMMUNITY



## About Us

**We believe every person matters** and has something remarkable to share with others. Since our inception in 1991, we've worked alongside our neighbors to disrupt social isolation. So, whether you live in our housing or one of the 30+ affordable housing buildings in downtown Portland, you have access to spaces like our Community Room where you can be yourself and know your presence matters. Because meeting our human need for connection and belonging should be accessible to everyone.

**Together, we can build a city where everyone feels like they belong.**

## At a Glance

- ★ **Inclusive social programs**
- ★ **Education for social change**
- ★ **Assisted living**
- ★ **Affordable housing**



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Staff, board of directors, plus supporters and stakeholders like you!

Because of your support, Macdonald Residence is one of the only 100% Medicaid facilities nationwide. Thank you for believing that **everyone should have access to quality care**, even those who have extremely limited income!

## Dear Maybelle Center Shareholders & Stakeholders

### What's the most crucial issue facing Maybelle Center today?

There are staggering statistics about the number of folks leaving this industry, and we cannot keep up with the pace of replacing people who are burning out or leaving. While it's a challenging hiring climate for many industries, medical professionals and assisted living facilities like Macdonald Residence are hit particularly hard. And it's similar for social service-type programs like Maybelle Center.

### What do you think is key to attracting and retaining talented people?

I'm convinced it's about the culture. Based on everything I'm reading, hearing, and seeing—and truly what we all know in our hearts—culture is what attracts and keeps employees. We talk a lot about creating environments where members can feel a sense of belonging. But the need for belonging isn't just for those we serve—it also applies to everyone who works here.

### What are some steps you are taking to address the staffing challenges?

We've hired Amy Fitzgerald to fill a new role we've created called our 'People and Culture Director.' Aimee's helping us put more employee-centered things in place, ensuring we have a great total benefits package, excellent training and onboarding, and all the stuff it takes to make this a great place to work.

Over the last year, we've also looked holistically at our organization and programs. For example, Macdonald Residence operates autonomously, but it really is the largest



*Maybelle Center Executive Director Michelle Meyer (right) and Celeste Horne attend Disco Night with members and residents. Celeste has been the main point of contact for members at Maybelle Center for three years, and just took a new position at Macdonald Residence. She's an example of how we're now prioritizing internal growth for employees.*

program of Maybelle Center. The reality is that our buildings are attached, with a courtyard connecting us and common spaces we both utilize. We're looking at ways to use economies of scale to streamline our business offices, operations, and facilities to be more supportive of members, residents, and everyone who works here.

### How can Maybelle Center stakeholders support your efforts right now?

Your investment is doing vital work to disrupt social isolation every day. But I think we're a little bit of a well-kept secret. We are small but mighty—and a mighty force here in our neighborhood. But larger organizations often get more press and visibility.

If each of you told one person about the important work we're doing, introduced them, brought them for a visit, or shared our annual report with them it would make a world of difference! We would grow exponentially because more folks would know what we're doing. 🌱

  
**Michelle Meyer**, Executive Director



# I Work Where Jim Lives

**Resident Services Manager, Paul Arensmeyer, on the hidden scaffolding of belonging**

## Why is 'autonomy' such an important word at Macdonald Residence?

**Paul Arensmeyer:** Autonomy is really important to our residents. When you move into assisted living, you're inherently giving up control over a large part of your life. And because of where people come from—the trauma and the poverty—they've spent most of their life not being in control of their lives. So allowing them to have as much autonomy as possible is really just part of fostering dignity.

## How does your team foster belonging?

Our team fosters belonging by creating a home-like environment. An important part is we never say that "Jim lives where I work." We all say, "I work where Jim lives," which is just an acknowledgment of the fact that

they're not guests—it's their home. We have to remember that, first and foremost—we're in their home.

We use the term 'family' at Macdonald Residence because it is a family. And treating people like family goes back to dignity. Getting to know the person for who they are, learning their history, learning what they enjoy now, learning what they're proud of—knowing them well enough that it becomes part of our dialogue with them and how we interact. Whenever one of our residents is in the hospital, I will send them flowers and sign it, "Love from your Mac Res family."

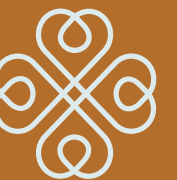
## Why is it important to involve residents in daily life and leadership?

We involve residents in the life of the community to acknowledge their talents or experiences and how they might contribute—it gives them an opportunity to have a role in the family. We love it when a resident comes to us and says, "I'd like to lead a knitting group," or "I like to make the greeting cards that we give residents for their birthdays." Or, when they come to us and say, "I want to go on a fishing trip," and we're like, "Alright, let's see if we can make a fishing trip happen." It's all person-centered care. Everything we do is centered around residents first because they all have an important role to play.

## Are there any interactions with residents that particularly stand out?

Here's one of my favorite ones! When COVID first started, and everybody was out of toilet paper, our resident, Will, saw a story on a news program he was watching about a 911 call center in upstate New York. Somebody had called that 911 call center to say they were out

of toilet paper. Will had a four-pack of toilet paper still wrapped in his apartment. He came and asked me to find the address for that 911 call center. And we wrapped up that toilet paper and mailed it to them. He wrote on the outside of the package, "Please distribute wisely." Delightful things like that just happen here—we have really colorful characters that are part of this family. 🌸



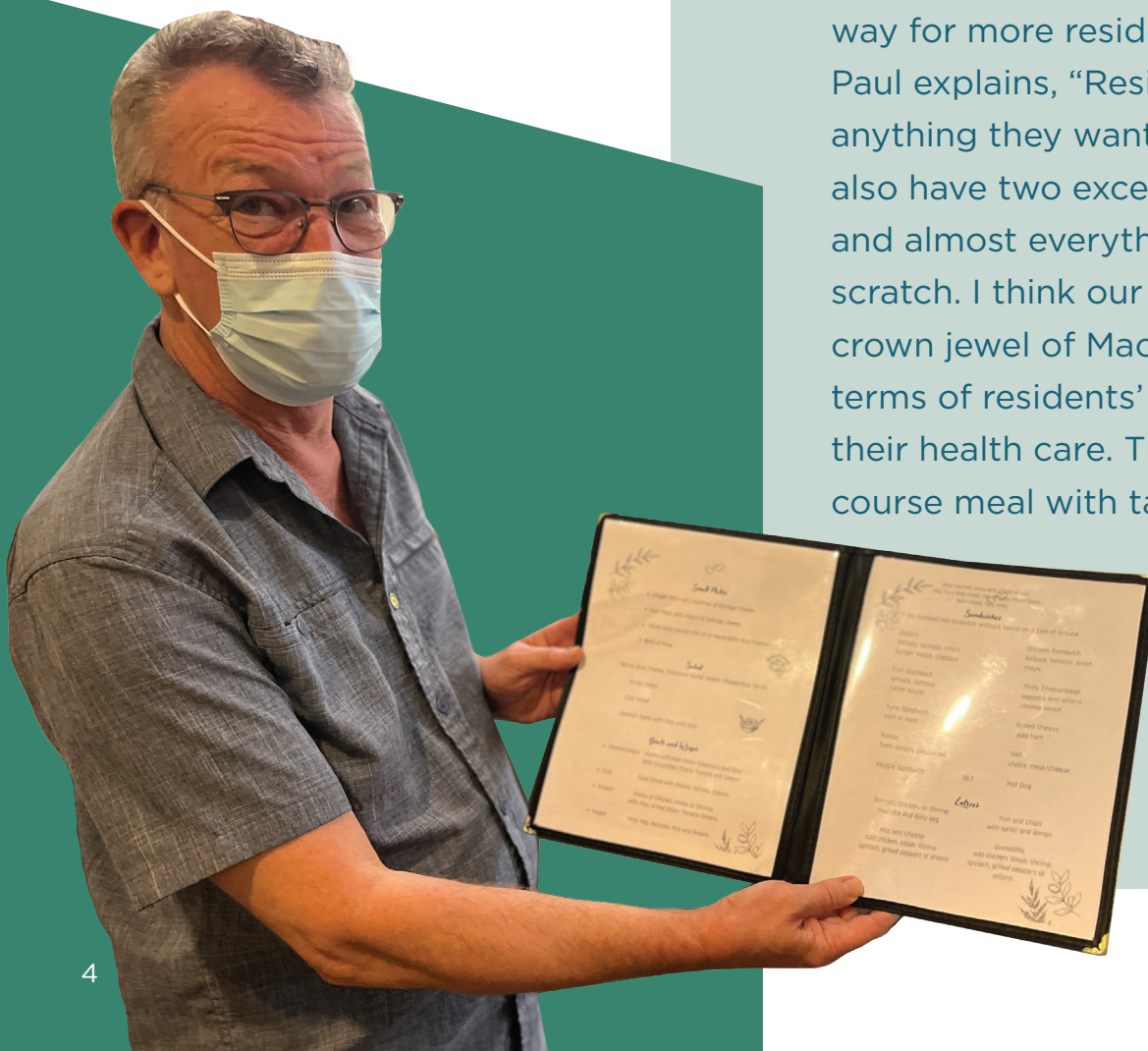
"It's all person-centered care. Everything we do is centered around residents first because they all have an important role to play."

*Paul Arensmeyer*

## IMPROVED DINING EXPERIENCES

Earlier this year, a kitchen remodel eked out precious new space and paved the way for more resident dining choices. Paul explains, "Residents can now order anything they want from the menu. We also have two excellent specials daily, and almost everything is made from scratch. I think our dining room is the crown jewel of Macdonald Residence in terms of residents' daily lives beyond their health care. They had a five-course meal with tablecloths, cloth

napkins, and candles on fine-dining night. It was brilliant!"





# Oregon's First Interactive Singing Mural Comes to Life

A summer collaboration with activate arts rains love over old town

**M**aybelle Center members and volunteers came together in June 2022 to paint a mural on the outside of Badlands, formerly the iconic gay bar and dance club, Embers.



The mural titled "It's Rainin' Love" is adjacent to Macdonald Residence Assisted Living on NW Couch Street, between Broadway Ave. and 6<sup>th</sup>. The project is a partnership between Activate Arts and Maybelle Center, who believe everyone has something to contribute.



"I want to bring people back into the Old Town neighborhood, a kind of pilgrimage. This project is a reminder that there are people here, there are voices that matter, and there's love here."

*Crystal Meneses, Arts Organizer*



(left to right) Babs, Mural Artist & Macdonald Resident/Maybelle Center Member; G Stewart, Animator; Garth Klippert, Director of Augmented Reality; Beca Rasch, Choreographer; Jillianne Bandstra, Communications Manager (Maybelle Center); Ridan Arellano, Designer/Illustrator; Kohr Harlan, Reporter at KOIN 6; Mary McCarty, Choir Director



"I'm just very proud to be a part of it. It makes me feel very happy, and I think it makes the community happier."

*Babs, Mural Artist & Macdonald Resident/Maybelle Center Member*

Visit [maybellecen.org/raininlove](https://maybellecen.org/raininlove) to see our Good Day Oregon interview and other news stories.

The large interdisciplinary team assembled by arts organizer Crystal Meneses is a model of how to create community in a post-pandemic world.

What makes this mural unique is the layer of augmented reality. When you hold your phone up to the mural, you'll see images come to life and hear voices from the Portland Gay Men's Chorus, Portland Lesbian Choir, and Maybelle Community Singers singing "It's Rainin' Love."

The mural celebrates the rich LGBTQ history of the neighborhood and creates relationships in every aspect of the project. ☘





# Relationships are the Foundation of Care

An interview with Torie Tornelli, University of Portland student on her yearlong internship at Maybelle Center

**You extended your summer internship to the whole academic year. What was it about Maybelle Center that drew you in?**

**Torie Tornelli:** A lot of community organizations place the volunteers, or the staff on a very different level from the population served. What I really liked about Maybelle Center was the focus on the things we all have in common, and the mutual care the community has for each other. There's not such an emphasis on hierarchy or one group being above the other. That change in power dynamics—the fact that it's not so blatant—really drew me in.

A lot of community work is good at addressing concrete and specific needs, but it's not

focused on things that are more under the surface—a little bit deeper—like the need for belonging and the need for connection with others. The idea of community care focused on preventing isolation, and building relationships is something really unique.

**How does this internship support your career goals?**


Ultimately, I want to become a doctor. A lot of medicine is really good about teaching you how to do chemistry, physics, and anatomy—but they don't teach you what actual human relationships look like, what care looks like in a real community, or even encourage you to build relationships with others.

You can't help a person, treat them, or provide care if you don't already have a relationship. A lot of what Maybelle has taught me is how essential those things are to a complete picture of health.

**During your extended internship, you're working on a social media campaign called 'Built for Belonging.' Can you tell us more about it?**

The idea is that we, as human beings, are meant to belong to a group and connect with

others—and that we can come together and create that. The interviews will take place over several months and will give people the chance to talk about the times they've felt like they belonged and what they're doing to help others feel like they belong in our community. The first video in the series will come out in November on our social media platforms.

By doing this project, we get an idea of what belonging actually is, what it means to people, and what it looks like to create an inclusive, welcoming, and caring community. 

## INVESTING IN THE NEXT GENERATION

Your generous support invests in a **new generation of healthcare professionals** through educational internships. We couldn't do that without you!



“A lot of community work is good at addressing concrete and specific needs, but it's not focused on things that are more under the surface... like the need for belonging and connection with others. The idea of community care focused on preventing isolation, and building relationships is something really unique.”

*Torie Tornelli, University of Portland student*



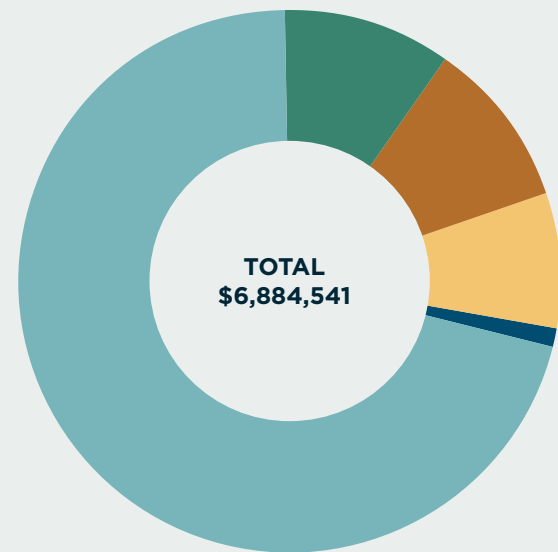
## Want to get Involved?

If you are interested in being interviewed and talking about what belonging means to you, you can reach out to Torie. Send her your name and some possible good meeting times. She's available Thursday and Friday afternoons. Contact Torie: [ttonelli@maybellecter.org](mailto:ttonelli@maybellecter.org).



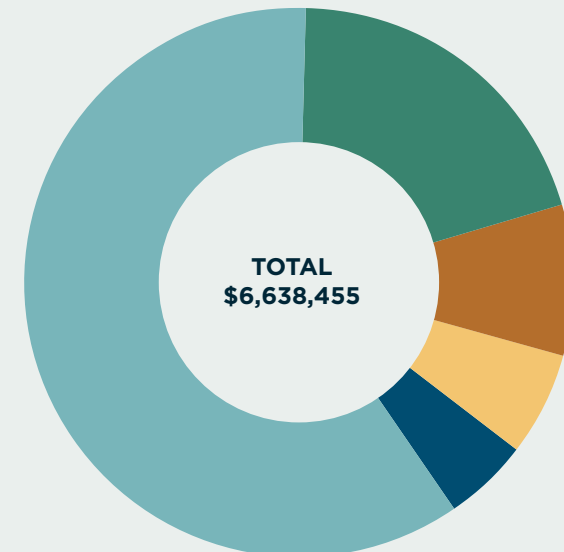
# Financial Health 2021

## Income



- Government contracts
- Affordable housing rents
- Fundraising
- Gain (loss) on investments
- Misc.

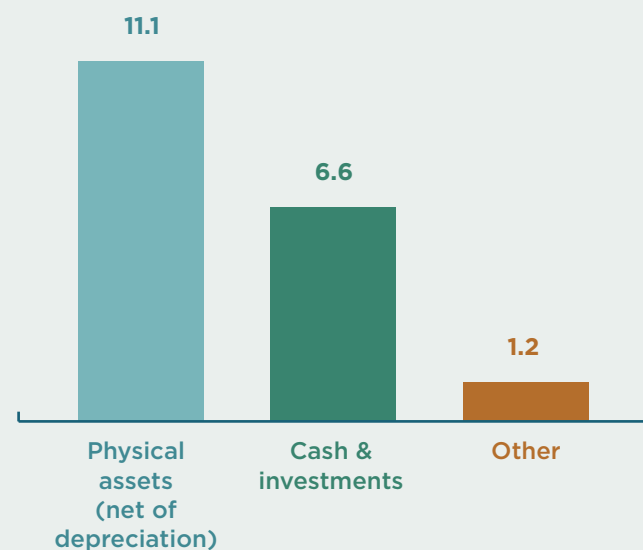
## Expenses



- Mac Res assisted living (excluding building)
- Maybelle Center's inclusive social programs & education for social change
- Depreciation & amortization
- Mac Res affordable housing\*
- Mac West affordable housing\*

\* Before Depreciation & Amortization

## Assets in Millions



“Donors—you should be really proud of your support for Macdonald Residence and Maybelle Center. We do really good work, and your money is really well spent.”

*Paul Arensmeyer, Resident Services Manager at Macdonald Residence, our 100% Medicaid Assisted Living*

## It takes all of us

### Maybelle Center Staff

**Aimee Fitzgerald**  
*People and Culture Director*

**Atalanta Powell**  
*Development Director*

**Amelia Ulsh**  
*Development Coordinator*

**Delaney Neal**  
*Operations & Admin Specialist*

**Jenna Padbury**  
*Education Coordinator*

**Jennifer Wyant**  
*Member Activities Specialist*

**Jillianne Bandstra**  
*Communications Manager*

**Kristrun Grondal**  
*Associate Executive Director*

**Matt Segebartt**  
*Volunteer & Spiritual Coordinator*

**Meredith Nagely**  
*Finance Director*

**Michelle Meyer**  
*Executive Director*

**Ruthie Uhl Member**  
*Member Engagement Manager*

### Board Members

**Carol Mitchell, RN MN**  
*President*

**Nhi Nguyen**  
*Vice President & Board Secretary*

**Jeff Perry Board**  
*Treasurer*

**Jackie Smith**

**Kala A. Mayer**

**Nick Knapp**

**Paul Henningsen**

**Pete Craven**

**Sule Balkan**

### Macdonald Residence Assisted Living Staff

**Suzie Milazzo**  
*Administrator*

**Pablo Chable**  
*Assistant Administrator*

**Larry Fein, RN**  
*Director of Nursing Services*

**Paul Arensmeyer**  
*Resident Services Manager*

**Jennifer Woodward**  
*Executive Assistant*

**Katie Hadley**  
*Resident Care Coordinator*

**Jordan Yates**  
*Front Desk/Admin Assistant*

**Misty Weinle**  
*Front Desk/Admin Assistant*

**Sam Swindells**  
*Behavioral Health Program Manager*

**Jasmine Sims**  
*Noc Supervisor*

**Celeste Horne**  
*Resident Services Coordinator*

**Nina McPherson**  
*Resident Support Provider*

**Nursing Services Coordinators**  
**Jillian Gray, RN**  
**Kirk Cook, RN**

**Direct Care Noc Shift**  
**PJ Hollberg**  
**Mariah Benjamin**  
**Ny'Asia Stafford**  
**Mandie Stokes-Sevilla**  
**Ne'Chae Warren**

**Community Safety Technicians**  
**Kurzel Wilson**  
**Joseph Morales**  
**Khalil Jabbie**

### Life Enrichment Coordinators

**Jennifer Begier**  
**Jonathan Rudow**

### Environmental Services

**Kirsten Everett**  
**Roy Ping**  
**Donovan Gilmore**  
**Jimmy Vaughan**  
**Marlene Giles**  
**Brendan Mueller**

### Direct Care Staff

**James Adamo**  
**Ryan Arnold**  
**Braya Campbell**  
**Angala Dietz**  
**Kelly Dinwiddie**  
**Josefa Hemmingsen**  
**Lois Hester**  
**Sabrina Latham-Castro**  
**Dorothy Lewis**  
**Savannah Morris**  
**Esmeralda Munoz Palacios**  
**Mishka Perkins**  
**Nadra Spires**  
**Chandra Warren**

### Cook Supervisors

**Kalani Boyd**  
**Sean McKee**

### Nutritional Services

**Rashaad Bellinger**  
**Nikki Card**  
**Brian Everard**  
**Douglas Heath**  
**Cy Kaster**  
**Mike Gonzalez-Lopez**  
**Twyla Nicholas-Perkins**  
**Chris Salazar**  
**James Semo**

Full 2021 donor list: [maybellemcenter.org/2021donors](https://maybellemcenter.org/2021donors)

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# MAYBELLE

CENTER FOR COMMUNITY

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Portland, OR 97209  
[maybellecter.org](http://maybellecter.org)  
503-222-5720



## Program Highlights

Your generous support planned the Talent Show, Disco Night, Karaoke, Theatre Classes, Concert in the Courtyard, Member Art Show, Arts & Craft classes, Wildwood excursion at Mt. Hood, and dozens more events! We invested in a full-time **Member Activities Specialist** this year to meet member demand for more events that disrupt social isolation—we couldn't do that without you!



*Jonathan Rudow, Macdonald Residence Life Enrichment Coordinator, helps a resident (Desiree) off the stage after singing her rendition of Celine Dion's "My Heart Will Go On" in our talent show this spring.*

The **Talent Show** is just one of the events our new Member Activities Specialist has planned this year in conjunction with the Residence to provide a wider array of activity options. After the event, one of our Residents (John) was so excited he exclaimed, "We should do this every week!"

"Just seeing their day-to-day life and what they go through every day, performing in the talent show is the big moment of their week, the month, or even the year—it's something really meaningful for residents. It's so inspiring to watch!"

*Jonathan Rudow, Life Enrichment Coordinator at Macdonald Residence*