

Called to Order: 5:15 PM		
Roll Call and introductions		
Roll call: Betsy Fitzgerald, John Harris, Martha Beathem, Grant Lee, Barbara Clark, Jonathan Thomas, Ruth Sousa, Charley Martin-Berry, Katie Clough, Dorthea Crowley, Charles Rudelitch, Quorum present Staff Present: Mark Green, Kevin Bean, Melissa Mattes, Stacy Brown, Hook Wheeler, Sarah Nugent, Anne Ossanna, Cheryl Robbins Guests: Jane Thomas		
Presentations		
<ol style="list-style-type: none"> 1. Board Member Introductions – Elaine Abbott As Elaine is absent tonight, this is postponed. 2. To recognize the recipient of the Marcia Lovell Award Jamie Hendry, a teacher at the Flaherty Center in Machias who has worked here for 15 years, recently received the Marcia Lovell Award for Innovation in Early Care and Education. This award recognizes outstanding early childhood and out-of-school professionals who make significant contributions to the children, families, and communities in which they work and embody the ideals for which Marcia worked: Better lives for children; high quality early education experiences; support for all children, including those most at risk and with disabilities; and the belief that the arts are an integral part of early education programs. Congratulations, Jamie! 3. CSBG Training - Review Mission, Vision and Values – Stacy Brown <p style="text-align: center;"><u>Mission</u> <i>To improve the quality of life and reduce the impact of poverty in Downeast communities.</i></p> <p style="text-align: center;"><u>Vision</u> <i>Downeast Community Partners is a catalyst for improving life in Downeast Maine.</i></p> <p style="text-align: center;"><u>Values</u> <i>Dignity. Compassion. Possibility.</i></p> <p>Mission Statement distributed ahead of meeting. Mission should be our first review for new programs, to work out activity plan for CSBG, lead decision process for new programs. Bringing it to the forefront tonight so that we all keep it in mind, know it is why we do what we do. In strategic planning process, we also came up with DCP’s values.</p> <p>CSBG standards do address the development and use of the mission and values. 3.1 suggests review of the mission regularly. It is easy to think that past mission statements are still valid, but this is the new, current one.</p> <p>Standard 4.1 requires it is reviewed every 5 years by the board. Must address poverty. Developed in strategic planning process, and was adopted by the board when the strategic plan was.</p> 		

4. Great Escape Raffle – Anne Ossanna
 We are running a raffle to raise funds for Friendship Cottage. The prize is \$1,000 toward travel anywhere in the world. Started selling raffle tickets on Jan 2, up to 1500 tickets will be sold, prize drawing will be on 7/15 at Friendship Cottage.

Need to sell 135 tickets to break even.

Budgeted this to raise \$6,000 this year from this raffle.

Important to remember no sales under age 18, can't mail out tickets, even if someone out of town buys tickets, call them and tell them their numbers.

To get tickets to sell, or to buy tickets, see Sarah Nugent or Anne Ossanna.

III Items for Board Action

1. Resolved to approve the Board Meeting Minutes from 12/3/2019

Discussion: None

Action: **Dorthea** made the motion to approve the minutes as amended, **John** seconded.

Motion passed.

2. Resolved to approve the following policies:

Code of Conduct— HR0002	Return to Work—HR0043
Diversity—HR0033	Professional Development—HR0047
Labor Law Posters—HR0034	Performance Appraisal—HR0045
Outside Employment—HR0035	Performance Improvement—HR0046
Work Schedule—HR0038	Rehire—HR0044
Make-up Time—HR0039	Payment of Wages—HR0049
Confidentiality—HR0040	Compensation Plan—HR0048
Workspace Appearance—HR0032	Overtime—HR0050
Tobacco-Free Workplace—HR0027A	Payroll Deductions—HR0051
Healthy and Safe Working Environment— HR0041	Benefit Plans—HR0052
Employee Assistance Program—HR0042	403(b) Retirement plan—Tax Deferred Annuity
Release of Information – G0001	

Discussion: In strategic plan, we determined that we needed to make the compensation plan uniform, and to update policies. Compensation plan committee has been working for nearly a year on the plan, and Stacy and Hook took lead on personnel policies.

Stacy: You received policies in packet, highlights ones are only changes, all the rest have been previously approved. Some of these are compilations of WHCA/CFO policies, others have been tweaked. Code of Conduct has new language on expectations of behavior. New outside work and work schedule policy changes. We became a tobacco free workplace in November. Have to be 500 feet away from property, ECE already was smoke free. People drive away from the property to smoke. People have been very good about following the policy, maintaining break times.

Return to work – Hook has worked hard to get people working back after absence, even if in different division.

Retirement plan – we have a few part timers getting matching contributions, we will grandfather them, but future PT employees will not receive the match.

Release of info – made one single policy.

Comment: Tobacco is a crutch that people sometimes use in recovery, not supporting it might hurt people trying to recover.

We worked with Healthy Acadia to develop this policy, tried to address things, do not know specifically if we have written it in a way that supports recovery.

Also, past history, we tried this back at WHCA, and found people would stand out on the road, and that was a danger to them. Discussed this with smokers prior to implementation, seems to be accepted well.

Wanted to make it a little easier for people who might want to quit not have the social pressure.

Comment: Observed at Ellsworth hospital, at edge of parking lot, about 200 feet from building, there is a picnic table set up for smokers. Question the 500 feet.

Response – it is important that they are not on Route 1 on foot. Worked on this for quite a long time, implemented it in November, really no push back.

Question: What is our liability if someone gets hurt? Same liability as if they leave campus to go to a meeting.

Since November, have seen clients out in the parking lot at Bucksport Road, we don't police it or chase them down. At Avery Lane, or Friendship Cottage, they do police it and ask clients not to smoke on the property.

Comment: there is no stronger addiction than nicotine.

Comment: it is a good experiment – see how it works, and how it rolls out. Think it is a good effort. If reaction changes, pull it back a little.

Having to get in car feels like a singular hardship to have to leave grounds by vehicle.

Response: not a control freak, but during the last 8 years, not one person has quit smoking, and several have tried. I thought I was creating an environment that made it too difficult for people to quit. Create a refuge from smoking. I felt guilt. All the smokers have been very respectful, and I have thanked them.

Didn't want to hassle the customers, wanted to create healthier employees.

There will be signage provided by Healthy Acadia.

Hook:

Everyone got a copy of the Compensation plan: had a conversation with the executive committee, will present it a little differently here – cover the reason behind it, and then we will have questions.

Two organizations (CFO, WHCA) came at compensation differently. Our charge was to come up with a plan that works agency wide. We talked about retention, retaining and attracting employees. Felt we needed to be as close to market as possible. Start pay close to market, then increases related to merit. Everyone is evaluated at same time, increases come following that. Some longevity awards remain from CFO policies, they have been adjusted for DCP. It will take 3-5 years to get all positions up to market.

No one will lose money with this. The real work will be communication with employees. April 5 will be first market adjustment for those who are farthest below market.

Two charts – one for salary, one for exempt. The middle number in each grade is market median, for fully skilled employee in that grade.

Question: what did we use to determine market?

Response: Looked at industry, internal equity, other market surveys, subscription to Economic Research Institute, and CAP survey. Took a blend of these to come up with a number. Really rooted in which job description best matched ours.

Question: Does the hourly salary range take into account the change in minimum wage?

Response: Yes

Question: Where do most employees fall?

Response: in grade A, B, C.

Question: so below living wage.

Response: yes. Some of this is driven by our contracts, HEAP is a good example, but it is true in many of our budgets.

Question: Are most of our contracts cost plus?

Response: We have a mix, from per unit, or constant amount. Head Start is a different type of contract from many of the other programs.

Would like to continue to grow with the contracts, which should support current operations, then find efficiencies to allow growth. Solar array is an example.

Hook: In 2019 we hired 70 individuals, the market is in play all the time, being market valued will help with recruitment, and hopefully retention.

Question: Have we looked at it program by program to see where the gaps are?

Response: Just started this today, Stacy is working on it. Not easily identifiable, but we budgeted for an increase (3% this year) to help get people to market. If a division is at market they won't use it.

Comment: Worried that some divisions will lag.

Response: That will happen, clearly some are further from Market, but there will be challenges across programs. Should know more about this by February.

It will take 3-5 years to get everyone near market. Some contracts will restrict us – limitations on salaries, and other funding within that division will have to accommodate that.

Comment: This is amazing work... in an organization of this size, it's like turning an oil tanker.

Response: It has been a team effort. Not everyone is in agreement on this, but we have built consensus on this plan.

Question: Do you have criteria around merit increases?

Comment: Offer input that it might eliminate increases for folks who's performance might be impacted by poverty – especially those who are below living wage. Hard to put full bandwidth to performing well at work when you are struggling with basic needs.

Response: Division Directors are very aware of some of those issues, and bend over backward to be supportive and fair.

Question: First market adjustment in April – will that be targeted to lower paid or near market employees?

Response: Want to be true to a position as we can be. Treat them equitably, haven't fully talked about it, but look at people farthest from market, bring them up soonest. Someone who is 25% below market will see more of an increase than someone who is 10% below market.

Question: are we being asked to approve the numbers?

Response: you are being asked to approve the policy of the plan, and give us the framework to do the administrative work. If this is approved, won't be coming back to the board to approve numbers.

Action: **Katie** made the motion to approve the updated policies. **Dorthea** seconded. **Motion passed.**

3. Resolved, to approve the use of the endowment income for the purposes listed below and to authorize the Finance Director to withdraw the following amounts from the unrestricted portion of the ECE Endowment Fund for the purpose of funding the Early Childhood Childcare subsidies and discounts at DCP for the Fiscal Year 2020.
 - a. \$20,000 to assist families eligible for the EEAF program which allows subsidies not only for families eligible for State subsidy, but for any family whose income is at or below 325% of federal poverty level.
 - b. \$5,000 to assist families with the cost of transporting their children to school by providing \$2 - \$5 per day for transportation
 - c. \$22,000 to allow the agency to continue the practice of using a sliding scale for childcare based on income.

Discussion: None

Action: **Katie** to approve the use of the endowment as proposed. **Dorthea** seconded.

Motion passed.

4. Resolved, to authorize the Finance Director to open a credit card account for Downeast Community Partners at Bank of America.

Discussion: We do get reward points, and we pay the balance in full each month. Had the account for ten years, need to get the cards to change from WHCA to DCP. Need a resolution from the board in order to do that.

Action: **Charley** made the motion to authorize the Finance Director to open a credit card account for Downeast Community Partners at Bank of America. **Katie** seconded. **Motion passed.**

5. Resolved, to authorize the Finance Director to open an account at Hannaford for Downeast Community Partners.

Discussion: Similar to the last item, Hannaford is making changes to their system, and in order to open a new account, need a board resolution.

Action: **Katie** made the motion to authorize the Finance Director to open an account at Hannaford for Downeast Community Partners. **Barbara** seconded. **Motion passed.**

IV Reports

1. Development Committee – Barbara Clark

Since Anne is here, please look at the grant report and the income for the last two months, Anne and Sarah have worked hard to raise funding.

SEED is underway, many staff are out attending meetings to request funding.

Anne already spoke about the raffle.

Talked about cultivating large donors. Want a list of donors who give \$250 or more. Right now we get list of \$500 and up. Want to know who is primed to give.

Had a healthy discussion about people not knowing what DCP is. Talked about how to publicize that, didn't come to any conclusions. Also talked about how to make people who need us know we are here. No conclusions drawn.

Targeted annual appeal letters – THAW, FC, At Home, Everybody Eats, send their own annual appeals.

Also talked about donated goods, and how to increase those.

2. Executive Directors Report– Mark Green

Did end up getting two bids for renovations to proposed recovery home in Machias. Low bid was \$156,000, near the amount ME Housing authorized. Got ME Housing the additional info they requested. Appears to be going well.

Also, Healthy Acadia has hired a house manager – thought it would be a hurdle, but excited to have this done. Hope to have bid accepted by next week. Contractor said he would have work done by end of May.

Anxiously awaiting results of MCH proposal. Submitted Dec 4, haven't heard a thing.

Did get \$35,000 grant last fall to establish a Whole Family program in Bucksport. Currently advertising and hope to have it up and running in March.

Comment: Charley will be heading to ACAP and would like to talk about how to support Bucksport Whole Family project.

3. Finance Directors Report – Kevin Bean

Finance committee met on Thursday, reviewed 1st quarter results. Audit is a bit behind, due to AP bookkeeper leaving and Auditor falling and breaking his arm, deadline is June – needs to be approved by the board no later than the May meeting.

John will hit on red flags from Finance Committee meeting. Two programs run heavily in the red – child care and Friendship Cottage. Always put the money into Friendship Cottage, carried the program for quite a few years, stands to lose about \$100,000 this year. We want to have a program analysis to get the nuts and bolts figured out, the board has to decide where we want to go for this. This is \$24,000 a month, that is substantial. We have to have good reason to spend the money to support to programs that are losing so much. No one here wants to close programs. Possible options for Friendship Cottage would be to relocate, maybe to Ellsworth, closer to larger population. This deficit needs to be addressed. Been number of years, we have to do something. People need to be thinking about it. Directors are good folk, want to modify programs so they cover costs.

CSBG 30K, depreciation, 25K, rest is operations loss.

Friendship Cottage should serve a minimum of 12 people a day. We have struggled to keep numbers up, nature of the business. We have cut staff, done fundraising, recruited all the time. We could live with \$25k, but 70K out of CSBG is a problem. We should look at how we do it, and is there a better way to do this? If not, we have to decide if we want to keep it going or close it.

Same is true of child care in a different way. Staffing was an issue. We could get the children, but didn't have staff, we are fully staffed now. If there is a light at the end of the tunnel, that is a different picture.

Best thing would be to modify the program to entice more clientele. How unique is the Friendship Cottage program within the state of Maine. If there are programs elsewhere, have we made a comparison about how they operate versus how we operate?

Response from Anne Ossanna: Every quarterly meeting of Adult Day programs this is a topic. Every program is losing money. We are standalone, which makes it more challenging, have to have our own cooks, CRMAs, etc. We are deficiency free, we are a model in the state. A program recently closed.

Looking at options, one is moving to Avery Lane, which has challenges. Also, approaching Parker Ridge, the Y in Blue Hill.

Going to be doing in-depth analysis to see what are the costs of the program.

AO: There is an adult day program in Ellsworth that is barely hanging on, with donated space. Only serve 4-6 participants, not open every day.

Moving it off the peninsula might not sit well with the donors.

Have you looked at changing scale? Maybe it is just too small?

Given all we talked about tonight, we have to look internally at our strengths and weaknesses, externally at threats and opportunities. Going to have to make a lot of decisions as a new organizations.

Comment: Always hear that Maine is an aging state. The fact that this program is struggling is a puzzle. Has anyone really analyzed the concept of the program. Is there a deficiency in the concept of the program that this aging population is not flooding the doors. Seems to be a disconnect.

Comment: we use the term static on these populations. On one hand, small children, and on the other aging. There is no stasis in either population. Those who are aging can change very quickly.

We can't choose at Friendship Cottage who can come and who can't. Most participants receive benefits from DCP. They are not well established retirees that have flooded Maine, they are people in need, who have working caregivers. They are funded by programs that have not raised reimbursement rates. People who can afford the higher rates will not come to Friendship Cottage, they want to stay at home with their own people. Parker Ridge is a viable idea.

Co-locating the service with other programs and facilities within another entity is a good idea. Where on the peninsula are these services? Disabled? Children? Seniors? Do we go there, or invite them in?

We do need to look at an analysis of these programs, and come back to Finance committee in February.

We are a good board with good minds, the whole board needs to work on this.

Kevin – that was bulk of the Finance committee discussion.

Within the childcare, we are looking at revenues, they are down.
Reopening the classroom in December, still building up steam to get it full,
set us behind 2-3 months.

Rest of agency doing well, seed is almost halfway to what we budgeted. At
Home had a good month of donations, have a couple of thousand dollars in
a contract we thought it was done. Energy Services doing well.

Cash is down a bit, benefitted from some grants came in, cash doing well in
those areas. Kept revenues up at the moment, but expenses are also up, as
expected this time of year.

Total deficit is \$65,000, doing OK, transportation doing
better this time of year compared to last. Logisitcare still causing trouble,
closing ahead of storms.

4. Head Start Director's Report – Melissa Mattes
Report is in the packet, let me know if any questions.

Distributed two Information Memos: Head Start and Early Head Start
Eligibility for Children in Kinship Care, and Accounting Simplification for
Head Start and Early Head Start Operations and Service Funds.

5. Parent Policy Council Minutes from 12/18/19 and 1/15/20
Included in packet

Mark tries to go to meetings, really dynamic group right now, best group he
has seen so far.

Other: Can we get people HEAP certified before February, March, and April.

Much discussion about HEAP process. Lee Hardison will come to next
meeting to explain more about the process and what we do to get people in
and processed in a timely manner.

Business meeting adjourned at 7:12 pm		Katie made the motion to adjourn.
Respectfully submitted, Sarah Nugent, Manager, Communications and Resource Development		

Join Zoom Meeting Information
<https://zoom.us/j/199366788>

Meeting ID: 199 366 788
One tap mobile
+16465588656,,199366788# US (New York)

Downeast Community Partners (DCP)
Meeting of the Board of Directors, January 28, 2020

+Dial by your location
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