

# Tedford Housing

## Minutes-Board of Directors- January 16, 2014 5:30 pm-14 Middle Street, Brunswick

Participants : Nancy Carleton, Barbara Gaul, John Fitzgerald, Claudia Bepko, Craig McEwen, Anne Morham, Sally Carignan, Marcy McGuire, Craig Powell, Judy Montgomery, Andree Appel, Jenny Huynh, Dot Ollier, John Carson.

Directors calling in absent:

Directors excused: Bill Bliss, Doug Morrell

Staff: Craig Phillips, Giff Jamison, Martha Stein

1. Call the meeting to order by Nancy Carleton, President of the Board, at 5:35 pm
2. Board Education Program: The topic for tonight was “Strategic Planning: The Future of Tedford Housing”. Craig had distributed various materials to the board in the board packet, including an overview of strategic planning, the results of the 2010 effort, and various documents of information from that process. The packet included a proposed set of tasks and timeframes. The strategic planning process is being initiated at this time as a result of discussions at the Executive Committee, and follows other discussions regarding the length of time since the last effort, the completion of the leadership transition, and the current stability of the organization.

The board was in agreement to engage in a strategic planning initiative at this time, and identified a date of May 10 to potentially hold a retreat. In the meantime, Craig will pursue the engagement of a consultant to facilitate the process.

3. Review and actions on the following items:
  - a. Barbara Gaul presented the board meeting minutes of November 21, 2013. Nancy moved to accept the minutes as presented, John Fitzgerald provided a second, and with no further discussion, the board unanimously voted to accept the minutes. Dot and John Carson abstained.
  - b. John Fitzgerald-Financial report for the period of FY 14: July 1, 2013-December 31, 2013. Highlights include
    - i. The report marks the half-way point of the fiscal year.
    - ii. Funds from the Blake Street operations account were used to temporarily cover some cash flow issues.
    - iii. The Androscoggin General Savings account has been established at the bank for the purposes of holding restricted donations to the agency, and currently holds funds from the recent bequest and the Senter Foundation.
    - iv. Warm Thy Neighbor balance is \$28,000. The \$5000 Tedford fee has been paid out of the account.
    - v. Other assets and liabilities have remained unchanged.

- vi. The Maine Housing income is under budget, in part due to the underutilization of the Home to Stay services.
- vii. Total agency income is \$70,000 over budget.
- viii. With no further discussion, Sally moved and Judy seconded to accept the report, the vote was unanimous to accept.

- c. Recommendation from the Finance Committee to authorize Giff Jamison, Director of Programs, to be an authorized signatory on the Tedford Housing Androscoggin Bank Operations checking account for the purposes of providing an alternate when the Executive Director is not present, or the two authorized board officers are not available. The \$2,500 limit will apply.

The purpose of the recommendation is to provide a back-up in the event that the Executive Director is absent and a check needs to be signed and issued.

With little discussion, Dot moved and Craig seconded to accept the motion, which passed unanimously.

- i.
- d. Recommendation from the Finance Committee to adopt the board resolution, below, acknowledging the election of John Fitzgerald as the Treasurer of the board, for the purposes of updating bank authorization cards and signatures.
  - i. Bath Savings has requested a resolution from Tedford specifically stating that the Treasurer of the Board is John Fitzgerald, who is also authorized to sign checks on behalf of the agency. With no discussion, the motion was moved by Craig, seconded by Judy, and unanimously accepted by the board.

#### 4. Committee and agency reports and updates:

##### 5. Finance Committee:

- a. No additional report

##### 6. Development Committee:

- a. A second appeal mailing is in the works. Donations to date are \$11,000 ahead of the same time last year.
- b. The committee will be working with board members to make thank you calls to donors.

##### 7. Program, Policy and By-laws:

- a. The committee is recommending that its name be changed to “The Program Committee”, Non program policy work and by law activities will be redirected to the Executive Committee. The board was fine with this and accepted the change.
- b. The committee is now studying Homeless Prevention.

##### 8. Executive Committee:

- a. Review the meeting time of the Board meeting
  - i. The Board meeting will now meet at 530 pm

9. Executive Director and the Director of Operations reporting of additional items of note and significance.
10. What do you know-sharing from all about the Tedford life. All
11. Concluding remarks-Nancy
12. Next Meeting-February 20, 2014
13. Pictures were taken and the board adjourned at 710pm

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**Minutes-Board of Directors- February 20, 2014 5:00 pm-14 Middle Street, Brunswick**

Participants : Nancy Carleton, Barbara Gaul, John Fitzgerald, Claudia Bepko, Craig McEwen, Anne Morham, Sally Carignan, Marcy McGuire, Bill Bliss, Judy Montgomery, Andree Appel, Jenny Huynh, Dot Ollier, Doug Morrell, John Carson.

Directors calling in absent: Craig Powell

Directors excused:

Staff: Craig Phillips, Giff Jamison, Martha Stein

1. Call the meeting to order by Nancy Carleton, President of the Board, at 5:01 pm
2. Board Education Program: Electricity Maine

Danielle Beckwith with Electricity Maine provided an overview of the partnership between Electricity Maine and Tedford Housing. Electricity Maine has chosen Tedford as one of its eight core partners, as part of their Power with a Purpose...the Power to Help campaign. Martha reminded the board that Electricity Maine had collected a number of gifts during the holidays for Tedford guests. Customers are able to choose a core partner to receive a certain percentage of their electric bill. Electricity Maine will be recognizing its core partners in May and will highlight Tedford in its media efforts in August and December.

3. Review and actions on the following items:
  - a. Barbara Gaul presented the board meeting minutes of January 23, 2013. Craig moved to accept the minutes as presented, Sally Carignan provided a second, Bill Bliss and Doug Morrell indicated that they were not present at the January meeting. With this amendment, the board unanimously voted to accept the minutes.
  - b. John Fitzgerald-Financial report for the period of FY 14: July 1, 2013-January 31, 2014. Highlights of the presentation and discussion included looking at the building and maintenance account, donations doing quite well, a reminder of the receipt of the \$50,000 bequest, Warm Thy Neighbor has a balance of \$47,000-WTN will continue to allocate 75 gallons per person as opposed to the historical allocation of 100 gallons, and the net income to date is \$63,000.
    - i. John reported that not much has changed in the balance sheet.
    - ii. The staff recommended that the Warm Thy Neighbor account carryforward a minimum of \$15,000 to next year.
      1. The motion to do this was made by Doug, and seconded by Craig. Staff indicated that the remaining balances will be sufficient to meet the demand for this year.

- a. With no further discussion, the vote was unanimous to accept the motion.
  4. Committee and agency reports and updates:
    - a. Finance Committee: No additional report
  5. Development Committee:
    - a. The staff is preparing a proposal to the Next Gen Foundation.
    - b. The committee distributed donation “metrics” recently prepared by staff and reviewed by the committee. The metrics looked at the changes in the level of donations over the past three years to Warm Thy Neighbor and the annual fund, as well as an analysis or profile of the donors.
  6. Program, Policy and By-laws:
    - a. The committee had received an informative presentation from Pauline Hanson, the program coordinator for the Homeless Prevention Program as part of its review of the program. The committee expects to present its full report to the board at its March meeting.
  7. Executive Committee:
  8. Executive Director and the Director of Operations reporting of additional items of note and significance. The board was directed to the Operations report handed out today.
  9. Next Meeting-March 20, 2014
  10. The board adjourned at 640 pm
  11. Prepared by Craig Phillips
  12. Certified by Barbara Gaul, Secretary of the Board
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**Minutes-Board of Directors- March 20, 2014 5:00 pm-14 Middle Street, Brunswick**

Participants : Nancy Carleton, Barbara Gaul, John Fitzgerald, Claudia Bepko, Craig McEwen, Anne Morham, Sally Carignan, Marcy McGuire, Bill Bliss, Judy Montgomery, Andree Appel, Dot Ollier, Doug Morrell, John Carson.

Directors calling in absent: Craig Powell

Directors excused:

Staff: Michelle Thiboutot, Craig Phillips, Giff Jamison, Martha Stein

1. Call the meeting to order by Nancy Carleton, President of the Board, at 5:05 pm
2. Board Education Program: The Cumberland Street Adult Single Shelter by Michelle Thiboutot, Case Manager.

Michelle has been with Tedford for five years, occupying various types of case management positions.

The adult residence has a capacity of serving 16 adults, 4 woman and 12 men. As well, Michelle is working with up to 15 individuals on an “outreach” basis, serving homeless adults or guests moving to

permanent and stable housing. Unfortunately, circumstances do contribute to a few guests being at the shelter for up to a year. Currently, the residence has two individuals who are considered “long term stayers”, having been at the shelter for more than 180 days.

Upon entry to the shelter, Michelle will conduct an intake assessment and develop a comprehensive plan of care. The assessment is a snap shot of current challenges and barriers and identifies the resources which will assist with overcoming the challenges and barriers to stable and permanent housing.

A significant part of the job is to make referrals for the identified resources. Recently, housing subsidy vouchers have become hard to come by.

A recent addition to the case manager, or navigator, tool bag is Home to Stay, which focusses on individuals who have a fairly good chance to obtain and retain permanent housing. Intensive case management is applied and works with the individual for up to one year. HTS offers a bit more flexibility for providing services and obtaining a housing voucher.

Since January 1 of this year, the recent Maine Care eligibility changes has resulted in some guests losing their insurance, which has lead Michelle to attempt to enroll guests in MaineCare under the disability criteria.

Michelle also works with all guests to sign up for the Career Center services and to complete a work search log each day.

Transportation is a key resource need to assist guests to get to their various appointments. The adult shelter has seen an increase of guests who are felons.

In response to a question from the board, Michelle indicated that recent trends include more elderly persons, younger guests, substance abuse, and less available money.

3. Resignation of Jenny Huynh
  - a. Jenny had sent a letter of resignation from the board indicating that new employment would preclude her from being able to attend meetings.  
With regret, Craig McEwen moved to accept the resignation; seconded by Judy, and with no further discussion, the board unanimously accepted the motion.
4. Doug Morrell provided an overview of the lapsed donors on the agency donor data base. Martha had pulled this list together who have not donated since June of 2012. The plan is for Martha to send a letter to the listees thanking them for their prior support of Tedford, with a board member signing the letter. Doug is also requesting that directors forward names of new people to add to the list. Doug, by the way, has looked at over 3000 names on the existing list.
5. Review and actions on the following items:
  - a. Barbara Gaul presented the board meeting minutes of March 20, 2013. Sally Carignan moved to accept the minutes as presented, Claudia provided a second, and with no changes, the motion was accepted unanimously.

- i. Craig Phillips presented the financial report for the period of FY 14: July 1, 2013-February 28, 2014, as John was not in attendance. Highlights of the presentation and discussion included...
        1. Cash for operations has dipped as the agency nears the end of the first quarter, with quarterly payments expected normally in mid-April.
        2. No other significant changes to the balance sheet this month.
        3. Net income is up about \$7,000 this month from the February figure of \$94,900.
        4. Donations are doing well, in part to the posting of the \$50,000 bequest.
        5. The income from Maine Housing continues to reflect the lower than expected utilization of the Home to Stay and the Housing Counseling services, thus drawing down less through billing.
        6. Targeted case management continues its healthy trends.
        7. Total expenses are at 103% of budget.
      - b. Line of Credit policy:
        - i. Barbara moved and Dot seconded to accept the Tedford Housing Borrowing Policy for the line of credit as contained in the board packet. The vote was unanimous to accept the motion.
6. Committee and agency reports and updates:
  - a. Finance Committee: No additional report
7. Development Committee:
  - a. The staff is preparing a proposal to the Next Gen Foundation.
  - b. The committee distributed donation "metrics" recently prepared by staff and reviewed by the committee. The metrics looked at the changes in the level of donations over the past three years to Warm Thy Neighbor and the annual fund, as well as an analysis or profile of the donors.
8. Program, Policy and By-laws:
  - a. The committee presented its report on Homeless Prevention which was contained in the board packet. The committee expects to have the report on the MerryMeeting Homeless Youth Project for the board in May.
9. Executive Committee:
  - a. The strategic planning committee is organizing and reviewing the SWOT analysis outcomes and preparing the state of the state report and monitoring the community needs report being prepared by Phyllis Ives.
  - b. It is looking like the May 2 target date for the retreat will not be practical given the amount of work to be accomplished in preparation for the retreat. Craig will issue another scheduling email to identify a new date.
10. Executive Director and the Director of Operations reporting of additional items of note and significance. The board was directed to the Operations report handed out today. No additional information to provide.

**11. Next Meeting-April 24, 2014**

12. The board adjourned at 640 pm
  13. Prepared by Craig Phillips
  14. Certified by Barbara Gaul, Secretary of the Board
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**Minutes-Board of Directors- April 24, 2014 4:00 pm-14 Middle Street, Brunswick**

Participants : Nancy Carleton, Barbara Gaul, John Fitzgerald, Claudia Bepko, Craig McEwen, Anne Morham, Sally Carignan, Marcy McGuire, Bill Bliss, Judy Montgomery, Andree Appel, Dot Ollier, Doug Morrell, John Carson, Craig Powell

Directors calling in absent:

Directors excused:

Staff: Craig Phillips, Giff Jamison, Martha Stein, Stephanie Cotsirilos, Consultant

15. Call the meeting to order by Claudia Bepko, Vice President of the Board, at 4:05 pm
16. Board Education Program-Strategic Planning

**Notes and Recommendations:**

**Tedford Housing Board Meeting**

**April 24, 2014**

**Prepared by Stephanie Cotsirilos**

Present

Andrea Appel, Claudia Bepko, Bill Bliss, Sally Carignan, Nancy Carleton, John Carson, Barbara Lee Gaul, John Fitzgerald, Craig McEwen, Marcie McGuire, Judy Montgomery, Anne Morham, Dot Ollier, Chris Powell *and* Craig Phillips, Giff Jamison, Martha Stein, Stephanie Cotsirilos, consultant

Before the meeting, the Board received a range of documents providing background and research on the strategic planning process. We focused on:

1. **Appendix A: Core Topics** (also appended here), a distillation of the Strategic Planning Committee's (SPC's) discussions of research to date
2. A "**vivid descriptions**" worksheet for a Board exercise envisioning Tedford's future 3-5 years hence

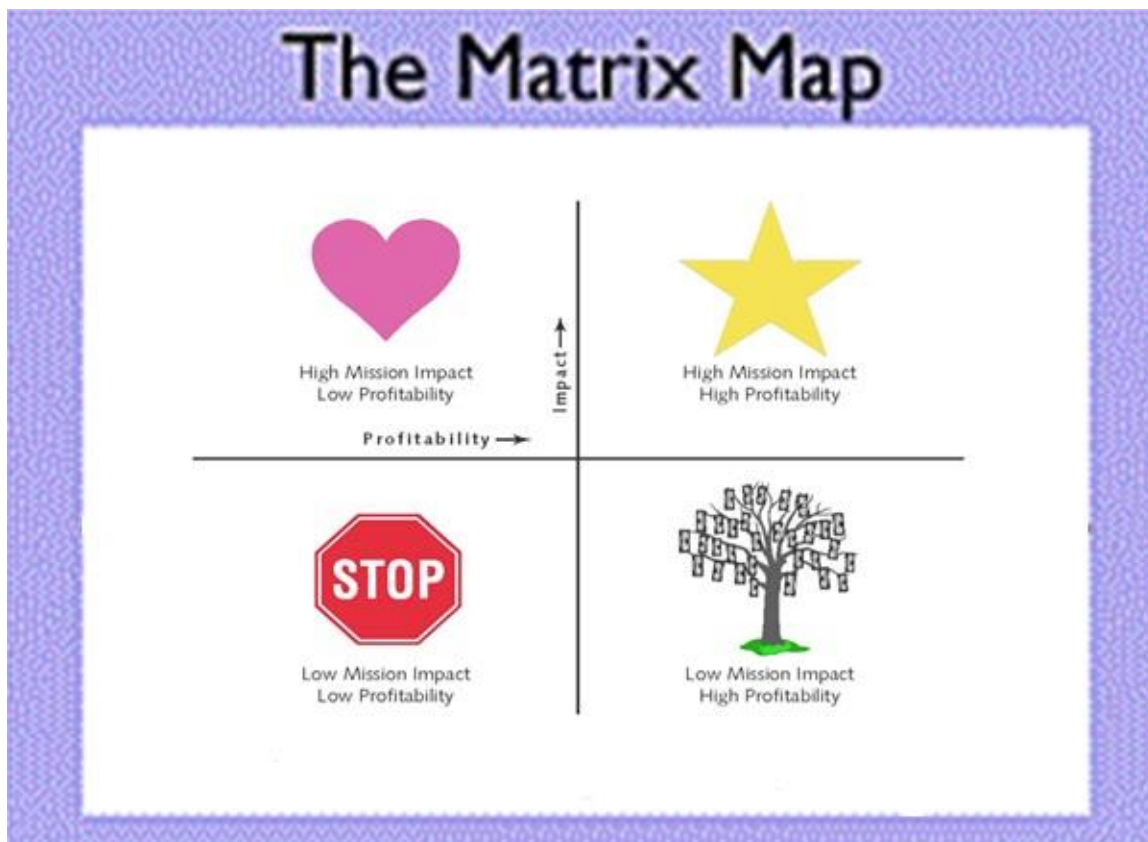
Meeting objectives:

- Elicit the Board's response to Appendix A, its accuracy, utility and gaps (**results: reactions to Appendix A, April 24 themes, recommendations below**)
- Elicit from each Board member a vivid picture of a Tedford accomplishment 3-5 years hence – and extract themes from the responses (**results: representative scenarios, April 24 themes and recommendations below**)

Strategic planning overview. For context, we reviewed the trajectory of strategic planning so far and its anticipated progress through the summer and into the fall, noting proposed milestones along the way. We also took stock of the sources of research to date: Craig’s and senior management’s synthesis of extensive information, Phyllis Ives’ thorough Needs Survey, “ A real gift”, financial insight from Giff and John, and issue-spotting and analysis provided by the SPC. Appendix A: Core Topics distilled these research elements.

We acknowledged the importance of Board’s and staff leadership’s developing a shared vision for what they want Tedford to accomplish in 3-5 years and to forge a strategic plan that moves toward the vision in as straight a line as possible – with buy-in from stakeholders like staff, clients, donors and community partners. It’s anticipated that Craig, who has already personally thanked Phyllis Ives’ interviewees, will return to them over the summer to elicit their feedback on the strategic framework Tedford will have developed by then. Interviewees were apparently enthusiastic about the fact that Tedford is engaged in strategic planning.

Analytic options. We reviewed a matrix tool that the SPC is likely to use as a guide, and that can help assess the mission-based importance and viability of various elements of Tedford’s work. Please take the word “profitability” in the image below with a grain of salt. Tedford is not aiming to make a profit off its guests – to the contrary, its highest obligation is to its guests, hence Tedford’s mission. Please consider substituting in the matrix below the word “viability” or “sustainability” as a benchmark for the cost/benefit analysis that realities demand.





The SPC has acknowledged that, should it choose the above tool to aid strategic thinking, an updated, unified cost/benefit analysis is needed and should include the following elements:

- The Program Committee’s review of programs and their effectiveness in the best interests of clients/guests *and*
- Financial profile of each program *and*
- Other transaction and personnel costs associated with that program

John reports that many of these elements are already in hand for FY2013 and work is proceeding on an analysis for FY2014 year-to-date. The SPC continues to grapple with whether to break down analyses according to facility, program, or other category.

There was some discussion on April 24 about the time spent in the past on whether to pursue Section 17 funding – a possible example of the understandable gravitational pull of potential revenues in an area that is not precisely on mission. We briefly addressed “business thinking” as well as “mission drift” in the context of organizations like Tedford. The following chart frames organizational choices in a manner complementary to that of the matrix above (see Collins, Jim. *Good to Great and the Social Sectors: Why Business Thinking is not the Answer*. Jim Collins, 2005. Print. Monograph, 30 pages, excerpts at jimcollins.com. Available on Amazon.)



The curved purple triangle in the middle, where all three circles overlap, is the place where the organization should focus.

#### Reactions to Appendix A.

- Appendix A is a roadmap and possibly a list of criteria for deciding whether to take on new initiatives.
- Need to support staff and supplement with high-value use of volunteers.
- “Collaboration” and “mobilizing” received positive responses.
- Directors agreed with the description of Tedford’s evolution from shelter ⇒ case management and skill-building ⇒ interacting with multiple complex systems in the community. The evolution, which may now be contributing to being “spread too thin,” was based on the understanding of what was needed at the time. If errors were made, simply acknowledge them.
- Add networking to #1 “Services,” and #3 “Collaboration” in Appendix A.

- Tedford is the only game in town and new projects stick to the organization like Velcro. Accordingly, grappling with the challenge in excessive geographical reach is crucial.
- Because Tedford addresses primary, secondary and tertiary homelessness, the organization must find a niche.
- **Gap.** As we engage in this analysis, we must ask ourselves whether Tedford is reaching its goals with *clients, guests*. Failure to mention the people Tedford serves should be addressed, and the term “mission” is insufficient. Discussion so far centers on how the organization is faring and lacks a focus or a narrative regarding clients’ and guests’ lives.
- **Response.** Through the work of the Program Committee, Tedford is performing due diligence in examining program effectiveness for clients. Results so far suggest that outcomes are good but that there just aren’t enough resources. Tedford is doing a great deal with relatively few people, dollars and other resources – a theme in the previous strategic plan.

A snapshot of where Tedford is today. In general, there is an emerging awareness that Tedford can’t do it all. It might be well to establish core competencies. The feedback from staff needs to be addressed and implicates several organizational values: effectiveness for clients, quality of work life for staff. Feedback from several sources, and differing iterations of the mission statement, suggest the need to revisit and refine mission.

Vivid picture exercise instructions. Each Director briefly imagined hypothetical media coverage vividly highlighting a concrete Tedford accomplishment 3-5 years hence. Directors were asked to be specific about the media outlet, and to call up a clear picture in the mind’s eye describing the “what,” “who” and “where” of the covered event – which should be aspirational but achievable, and which should inspire great pride in those who participated. Directors were asked to share the most exciting snippets from that coverage.

Representative scenarios (some portions verbatim):

- A statewide publication reports Tedford’s success in reaching, teaching and housing MidCoast families in partnership with CHOM. A consistent funding stream supports continuing success. The model is small but capable of replication and scaling.
- WCSH-TV’s on-site roving reporter covers Angus King’s ribbon-cutting of Tedford’s multi-function complex in Brunswick, providing staffed adult and family shelters as well as the offices of the Tedford staff. There is adjacent 60-unit supportive housing. Variations on this scenario describe on-site clinics and mental health services, possibly in collaboration with Oasis, recognition by SAMHSA, youth and veterans services, on-site skill-building classes, access to vouchers, job opportunities, collaboration with adult ed programs, GED prep, nutrition, parenting, repurposing of Brunswick Landing.
- The Times Record dedicates an entire section of the newspaper to Tedford’s achievements over the last 5 years. Those achievements include: 15% reduction in current homelessness, attributable to collaborations with United Way, Mid Coast Hospital, Brunswick Town Council and Brunswick Housing. The collaboration also identified MidCoast persons at risk of homelessness and, due to management services, 50% did not become homeless.
- The National Journal of Community Development documents Tedford’s work in effectuating an amazing shift – the organization has embedded its mission and values in just enough hearts in the community so that the way we hear the word “homeless” has changed. This work was done not with “clients” but with the broader community. It was a contextual shift, not simply a strengthening of the organization’s capacity. Tedford saw that its constituency is not just homeless clients, but individuals in the community who were already sheltered.

Tedford awakened people's desire to live in a caring community. Once this shift occurred, abundant resources, financial, expertise and compassion have been revealed. The community owns the mission.

- The Times Record reports that Tedford has created its 6<sup>th</sup> supportive housing project in the MidCoast, which now serves 50 individuals and families who were previously homeless. At the same time, Tedford announced transfer of ownership of its supported housing units in Lewiston, Auburn and Augusta to other service providers. A coalition of agencies has also announced job training, housing, counseling and home visiting assistance for low-income families and individuals. Finally, Tedford has announced that its annual giving campaign has met its goal of tripling the number of donors and doubling the annual amount raised.
- Integration into the community has advanced dramatically, overcoming the NIMBY syndrome.
- Tedford Housing bids farewell to its Executive Director. The President announces the ED's retirement and expresses the gratitude of the Board, the organization and the MidCoast community for the development of a community embracing the cause of the homeless as a priority – having built upon a mission dating back to 1987. Specifically, the MidCoast is now served through a modern facility for emergency housing and has expanded the pool of affordable housing.
- Tedford as a member of a MidCoast coalition has captured the attention and heart of the communities served to rally around the cause of ending homelessness. A web of services is in play to address the many causes of homelessness, and there is a high rate of transition from temporary to permanent housing. The coalition has drawn the attention of local businesses and regional/national foundations. There is a strong cadre of volunteers and preventive services, especially for teens.

#### April 24 themes:

- Revisit and refine mission statement if necessary
- Narrow geographical reach to Brunswick, MidCoast or southern MidCoast (and divest in other locations)
- Pursue impactful work that heightens awareness statewide (major media outlets, PPH, WCSH-TV, MPBN) and may be capable of replication
- Balance efficiency with compassion, develop a principled way to say “no”
- Focus on clients', guests' lives, not just on organizational structure
- Examine values with respect to quality of work life for staff
- Consider feasibility of multi-purpose complexes or facilities
- Consider feasibility of co-locating various homeless populations
- Consider co-locating housing, health clinics, mental health services, etc.
- Seek rapid moves from shelters and integration into the community
- Balance emergency/prevention/affordable housing, measure outcomes
- Serve a range of age groups, emphasize early involvement with youth
- Construct collaborations among entities and across sectors, seek guidance of others who have succeeded in collective impact or analogous models
- Explore web of services in health, skill-building, education (GED), job training
- Secure consistent and diversified funding streams
- Consider the power of a cultural and contextual shift that transforms the community, not just clients, and creates the desire to dedicate resources

- Promote Tedford’s values asserting that decent and affordable housing is a fundamental right and that reframe causes of homelessness as non-pathological

Straw man – examples of possible vision statement elements extrapolated from themes developed so far, with actual draft vision to be developed by SPC:

*By 2019:*

*Our guests . . . [what are guests’ lives like?]*

*With our resources focused geographically on Brunswick and the southern MidCoast, we belong to a strong, well-run, cross-sector coalition that reduces our transaction and financial costs and enhances our resources.*

*We own, operate or support multi-purpose facilities co-located with skill-enhancing services for our guests and the community at large.*

*We have developed and use mission-based, practical criteria to compassionately decline or refer to others tasks we cannot undertake – and to undertake more ably the tasks that advance our mission.*

*We play a lead role in an ongoing cultural shift in the community, whose members are also our constituents. In identifiable ways, they are moving away from the stigma and fear associated with homelessness, and are deepening their understanding and embrace of “neighbor.”*

**Recommendations:**

- SPC fills gaps in April 24 themes above and expands Appendix A or derivative document; begins a draft vision statement for refinement at the June retreat.
- Building on the work of the Program Committee and on financial data, SPC compiles a unified cost/benefit analysis of programs and facilities.
- SPC fills any remaining gaps in research needed for June retreat milestone.

**APPENDIX A**

**CORE TOPICS FOR CONSIDERATION BY TEDFORD BOARD, APRIL 24, 2014**

**(with thanks to Claudia)**

Acknowledging the Needs Survey’s very positive feedback on Tedford’s excellent reputation for quality of service and trustworthiness as a community partner, Tedford is spread too thin and is experiencing, among other things, staff burnout.

**1. Services.**

- Evolution is a factor, moving Tedford from shelter ⇒ case management and skill-building ⇒ interacting with multiple complex systems in the community
- Impact on internal costs, including staffing – Enough staff? Sufficient training and resources for this evolution?

## **2. Geography.**

- Increased reach consistent with mission?
- Sustainable?
- Rural and urban environments present different challenges.
- Impact on staffing – Enough staff? Travel and other transaction costs?

## **3. Collaboration.**

- Partners – How to allocate expertise? How, when and why to say “no”?
- Better use of volunteers, skilled and otherwise
- Centralized or organized community collaboration using models elsewhere
- Coordinated advocacy

## **4. Facilities.**

- Quality, maintenance, administration and management and impact on staff and quality
- Expand supportive housing to move people out of shelter?
- Capital campaign

## **5. Mission.**

- Consider feedback from multiple sources on mission’s breadth and continue to clarify and target, particularly in light of systemic barriers
- Include emergency services, advocacy, collaboration, supportive housing?
- Stick to MidCoast?
- Meaning of “services” (e.g., counseling, case management, prevention)?

## **6. Revenues.**

- Analyze
- Expand
- Diversify

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Additional meeting minutes from Craig Phillips

### Strategic Planning

The current mission statement can be viewed as Mt. Everest, can it be summited, achieved, while needing to establish a base camp of more realistic outcomes for the agency for the next 3-5 years.

In order to have achievable goals and objectives, the agency needs a common and shared direction across the organization with input from as many people as possible.

At the June 6 retreat, the Board and senior staff will review a vision statement and develop goals and strategies.

Over the summer, the initial strategic plan will be reviewed with key stakeholders, the Strategic Planning Committee will prioritize goals, with a final report prepared for September. A work plan for the goals will be developed by management.

Tedford should keep in mind that it may not be able to say “yes” to every desire voiced by the community

17. Review and actions on the following items:

- a. Barbara Gaul presented the board meeting minutes of March 20, 2014. Sally Carignan moved to accept the minutes as presented, Claudia provided a second, and with no changes, the motion was accepted unanimously.
- b. John Fitzgerald presented the financial report for the period of FY 14: July 1, 2013-March 31, 2014. Highlights of the presentation and discussion included...
  1. Tedford is now  $\frac{3}{4}$  through the fiscal year.
  2. The bottom line is ahead of the budget projections by \$44,000.
  3. The properties are full and donations are as projected.
  4. All employee costs are on target with maintenance running ahead of budget.
  - ii. With no further discussion, Craig McEwen moved to accept the report, John Carson moved to second, and the vote was unanimous to accept the motion.
- c. Nomination of replacement for Director Jenny Huynh
  - i. Judy moved to elect Nonny Soifer to the board of directors. Barbara moved to accept the motion, Sally seconded, and the vote was unanimous to accept the motion.
- d. Craig Phillips presented a report on the fund balance for Warm Thy Neighbor. The total amount raised this year is \$73,000. Craig and the Finance Committee had reviewed the idea of allocating additional dollars to the administrative costs of operating the program. The committee decided to recommend to the board to authorize a total administrative assessment of 15% for this year only, and to review again next year. This action would result in a total general and administrative assessment of \$7300. \$5000 had previously been moved over to the Tedford operations account.
  - i. Sally moved and John Carson seconded to accept the proposal. The vote was unanimous to accept the motion.

18. Committee and agency reports and updates:

- a. Finance Committee:

19. Development Committee:

- a. The committee reported that Donor Perfect has been selected as the donor software to replace Sustain. The committee is pleased with the research conducted by the Tedford Development office.
- b. The committee updated the board on director participation in donations, with the board at 75% participation and hoping for 100% by June 30.
- c. The board confirmed the nominations for the annual Tedford Awards:
  - i. Margit Cook Award-Lisa Parker and Joel Leak
  - ii. Tedford Home Award- The organizers of the Gathering Place.
  - iii. Scooty Brownell Award- Joanne Rosenthal Katz.
- d. Confirm terms for Judy Montgomery and John Fitzgerald

- i. The committee is reporting that the terms for Judy and John conclude their terms in June, 30, 2015.

20. Program Committee

- a. The review of the Merry Meeting Project-The committee will have the final report for the May board meeting.
- b. The preparation of the FY 15 grant application for the Maine Department of Education.
  - i. The contract for the Merry Meeting project ends June 30, 2014, with no notice or information on the contract either being renewed or sent out as a request for proposal.

21. Executive Committee: No additional report

22. Executive Director and the Director of Operations reporting of additional items of note and significance. No additional report

23. Next Meeting-June 19, 2014

24. The board adjourned at 6:30 pm

25. Prepared by Craig Phillips

26. Certified by Barbara Gaul, Secretary of the Board

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**Minutes-Board of Directors- May 15, 2014 4:00 pm-14 Middle Street, Brunswick**

Participants : Nancy Carleton, Barbara Gaul, John Fitzgerald, Claudia Bepko, Craig McEwen, Anne Morham, Sally Carignan, Marcy McGuire, Bill Bliss, Judy Montgomery, Andree Appel, , John Carson, Alicia Lussier, John Carson,

Directors calling in absent: Doug Morrell, Chris Powell, Dot Ollier

Directors excused:

Staff: Craig Phillips, Giff Jamison, Martha Stein

1. Call of the meeting to order by Nancy Carleton, President of the Board, at 4:03 pm
2. Board Education Program-The review of the Merry Meeting Homeless Youth Program by the Program Committee.
  - a. The MMP is staffed by one employee, Donna Verhoeven. The MMP seeks to remove barriers to education for youth who are homeless and is funded by the Maine Department of Education. The concern was expressed regarding this funding as the contract ends this coming June 30, with no contract or request for proposal in place.
  - b. An advisory committee has been formed consisting of representatives of the three high school superintendent offices, two community members- Craig McEwen, Jane Scease, and John Hodge, and staffed by Tedford Housing.
  - c. Each committee member reported out on specific areas of review for the program.
    - i. The committee would like to see MMP data to be more integrated with Tedford data.
    - ii. The MRRR Tedford Trust fund also supports the program.

- iii. The program has very few policies attached to it, other than any relevant language from the contract, with and interest in integrating the MMP policies with Tedford overall program policy and procedure.
    - iv. The staff is experienced and wise, providing non-judgmental and compassionate service. Donna is very dedicated and very impressive.
    - v. Best Practices involve each school having their own McKinney Vento homeless youth liaison responsible for ensuring homeless students are enrolled and participating in their academic program.
    - vi. The committee highly recommends that the program continue and that it is a good service for Tedford to provide.
3. Action on the minutes of April 24, 2014
  - a. After a silent review of the minutes by the directors, Craig moved and Anne seconded to accept the minutes as presented. With no further discussion, the vote was unanimous to accept the motion.
4. Action of the Financial Statements for the period of July 1, 2013 to April 30, 2014.
  - a. The agency is through 83% of the fiscal year.
  - b. The budgeted deficit is \$37,606, with the year to date actual being \$+12,990.
  - c. This is in part due to the unexpected, unplanned bequest of \$50,000 and the Electricity Maine contribution of \$20,000.
  - d. Other comments of the profit and loss...
    - i. Revenues from the Home to Stay program are under projections primarily due to the restrictive client eligibility standards.
    - ii. The budgeted revenue from the Adult Shelter beds has not been adjusted due to the bed reduction from earlier in the year.
    - iii. Total income is \$103,687 ahead of budget.
    - iv. The "miscellaneous" revenue figure of \$7,498 accounts for the health insurance credit and forfeited security deposits.
    - v. Total expenses are \$38,381 over budget, with a net income of \$12,990.
    - vi. The motion to accept the reports was made by Sally and seconded by Marcy. With no further discussion, the motion was accepted unanimously.
5. Strategic Planning
  - a. Craig distributed a financial analysis of the agency programs which showed the revenue and expenditures of each. A discussion proceeded on the pros and cons of including general and administrative cost allocations for each program. The board generally concluded that those costs would not go away, even if a program were to go away. The directors appreciated being able to see direct costs and revenue balances.
  - b. The next step is to prepare for the June 6 retreat.
6. The FY 15 budget.
  - a. The finance committee presented the first, formal draft of the budget. The purpose for today was to explain the committee findings and logic, to dialogue on the budget and to ask and answer questions.
  - b. The first working budget draft presented by staff to the committee was essentially a projection of current year expenses and revenues into next year, with a resulting bottom line of \$101,083.
    - i. The staff and committee then proceed through four phases of revenue and expenses adjustments, additions, or deletions in order to arrive at a zero balance budget.
    - ii. The general reaction to the balance budget was that the cuts to services included in phase four went too far into the core of the Tedford mission. The board indicated that it



would be accepting of a non-balanced budget up to and including the various adjustment in phases 1-3. Highlights are a 1.5% cost of living increase, reducing the Facilities' management position from full time to part time, increasing MaineCare revenues to reflect current revenue trends, and reducing the Bath, Brunswick supported housing case management capacity from five to four days.

- c. The finance committee will come to the June board meeting with a final proposal for considerations.
7. A few odds and ends were discussed with a motion by Craig and a second by Judy to adjourn at 6:20 pm. The vote was unanimous to accept.

Prepared by Craig Phillips, Executive Director.

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## **Tedford Housing Board of Directors**

### **Strategic Planning**

#### **Final Outcomes of the Board meeting of July 7, 2014**

Directors present: Nancy Carleton, Craig McEwen, Claudia Bepko, John Carson, Chris Powell, Anne Morham, Doug Morrell, Barbara Gaul, Andree Appel, Judy Montgomery,

Calling in absent: John Fitzgerald, Marcy McGuire

Staff: Craig Phillips, Martha Stein

Moved by Craig and seconded by Claudia to accept the proposal as amended.

With no further discussion, the vote was unanimous to accept the mission statement and the six goal areas.

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### **The Mission of Tedford Housing**

Tedford Housing works together with people in their communities to find lasting solutions to the challenges of homelessness.

We provide shelter, housing, and services that empower adults, children and families in need.

#### **Goal areas and strategic initiatives**

##### **Goal I:**

##### **Build New Emergency Shelter Facilities for adults and families in the Mid-Coast.**

Homeless families and adults from the Mid Coast region of Maine will have access to safe, adequate, well - constructed and effective emergency housing services and facilities.

- a. Tedford Housing will develop a phased plan leading to the replacement of the family and adult emergency housing shelters serving the Mid-Coast Region.

Phase I-A collaborative team will research and design the service model and the facility structure, preparing drawings of the state of the art facility or facilities.

Phase II-Tedford directors and staff will inform the community and seek input from community members.

Phase III- Tedford will locate a site, develop a financing plan and launch the capital campaign.

Phase IV-Tedford will build the facility and celebrate its opening with the community.

**Goal II:**

**IDENTIFY AND ENGAGE PARTNERS**

Tedford will work closely with community partners to strengthen strategies to prevent homelessness.

1. Tedford will convene a coalition of Topsham and Brunswick area community members and will work with existing health community initiatives.
2. Tedford will serve as a knowledge network supporting community groups advancing initiatives to end homelessness.
3. Tedford will meet with housing property owners to increase the access of Housing Counseling and Prevention Services to tenants at risk of becoming homeless.
4. In order to free more staff time for prevention activities, Tedford will examine options for transferring or sharing responsibilities for managing Warm Thy Neighbor, using the 2014-2015 heating season to implement a volunteer process for reviewing WTN applications.

**Goal III:**

**EDUCATE THE COMMUNITY**

Communities will become more informed about the nature of homelessness and of being at-risk of becoming homeless.

1. Tedford will explore mechanisms for becoming more actively involved in public policy activities.
2. Tedford will advocate for the development of supported and affordable housing and work with partners to build housing resources.
3. Tedford will develop and deliver a public awareness campaign to create change in the public's perception of homelessness.
4. Tedford will grow its marketing initiatives to promote Tedford Housing and its mission and goals.

**Goal IV:**

## **EXPLORE AND GROW OUR STRENGTHS**

Homeless individuals, families, and children will be supported by Tedford with access to strong and stable services.

1. Tedford will continue to explore entities to which to gracefully and responsibly transfer the ownership of the Pleasant Street supported apartments in Augusta.
2. Tedford will evaluate existing programs and identify program refinements and new programs and services to address client need.
3. Tedford will construct a plan to advance the development of a best practices system of care for homeless youth
4. Tedford will expand the capacity of and the access to community navigators throughout the Tedford service area.

### **Goal V:**

#### **ASSESS PHYSICAL PLANTS**

The supported apartment facilities and the other physical plant assets of Tedford Housing will be effectively managed and properly maintained. (John)

1. Tedford will prepare a cost benefits analysis of the value and effectiveness of it's presence in the Lewiston-Auburn communities, including determining the strength and the nature of the reciprocal relationship, and what might it look like to transfer Tedford assets to local community agencies or for Tedford to remain in the LA community.
2. Tedford will always strive to strengthen the development and availability of supported and affordable housing and will work with partners who will build housing resources.

#### **GOAL VI: PROMOTING ORGANIZATIONAL EXCELLENCE**

Tedford Housing will fulfill its mission by being a healthy, well managed, and vibrant organization.

- b. Tedford will research and identify improvements for its management and organization.
- c. Tedford will develop a set of decision making criteria to analyze new program and service opportunities, as well as to analyze current programs.
- d. Tedford will strengthen its data collection and reporting in order to gauge and improve its mission effectiveness.

**The board will work on the values in the fall.**

#### **Values of Service**

1. Safe, decent, stable and affordable housing is a fundamental right contributing to individual quality of life.
2. We engage in daily advocacy for the clients of Tedford Housing.

3. Tedford will invest time, money, and effort in bricks and mortar only to the extent necessary to insure the delivery of services to clients of Tedford in excellent facilities.
4. To maximize the level of direct service provision, Tedford will direct facilities management to others when necessary.
5. Tedford will provide services integrated within programs and the larger health and services network.

#### **Values of Stewardship and Collaboration**

6. Tedford Housing places a high priority on being present in communities that generates or yields reciprocal engagement.
7. Decision making is founded on respect, the best information we can gather, and that involves and honors the communities of Tedford.
8. To ensure that we target resources to the people we serve and effectively address community need, Tedford will use principled, mission driven, and well researched criteria to decide where to deepen or broaden its involvement, as well as to respectfully decline its involvement.
9. The benefits and burdens of collaborations are based upon reciprocal engagement the extent to which the collaboration solves identified problems for all parties.
10. Tedford will serve to catalyze the on-going cultural shift in its service communities deepening the understanding of its neighbor experiencing homelessness.

#### **Values of Management**

1. We maintain excellence and respect in our daily work.
  2. Promote the effective and meaningful involvement of and communication amongst the employee staff
  3. Decision making is respectful and inclusive.
  4. Clients and volunteers will be sought out...
  5. Best practices will be incorporated into all dimensions of Tedford Housing
- 

#### **Minutes-Board of Directors- September 18, 2014 5:00 pm-14 Middle Street, Brunswick**

Participants : Barbara Gaul, John Fitzgerald, Claudia Bepko, Craig McEwen, Anne Morham, , Marcy McGuire, Bill Bliss, Judy Montgomery, Andree Appel, John Carson, John Carson, Doug Morrell, Chris Powell, Dot Ollier, Nonny Soifer

Directors calling in absent: Sally Carignan, Nancy Carleton

Directors excused: Alicia Lussier

Staff: Craig Phillips, Giff Jamison

27. Call of the meeting to order by Claudia Bepko, Vice-President of the Board, at 5:03 pm
28. Board Education Program-The Shelter Systems Change Initiative Pilot Program sponsored by Maine Housing, presented by Craig and Giff.

Maine Housing has chosen Home To Stay agencies to participate in this initiative which encourages shelters to use new and innovative strategies to achieve the following outcomes for the period of July 1 to December 31, 2014:

- **Increase Permanent Housing Placements:** The percentage of households (individuals and families) exiting and placed in permanent housing during the time period from October 1, 2014 through December 31, 2014 is greater than the percentage exiting and placed in permanent housing in the time period from October 1, 2013 through December 31, 2013.
- **Increased Income:** At least 90% of households placed in permanent housing in the period from October 1, 2014 through December 31, 2014 exit with the same or increased income compared to their income at entry to the shelter.
- **Reduced Lengths of Stay:** The average length of stay in the shelter during the time period from October 1, 2014 through December 31, 2014 is at least 10% shorter than the average length of stay from October 1, 2013 through December 31, 2013.
- **Reduced Recidivism Rate:** The shelter's recidivism rate (including stays with other shelter providers) from July 1, 2014 through December 31, 2014 is the same or lower than the recidivism rate over the time period from July 1, 2013 through December 31, 2013.

Each agency is eligible to be awarded up to \$30,000 if all of the outcomes are achieved. Tedford is not incurring new costs as the funds are not awarded if the outcomes are not achieved.

29. Action on the minutes of September 18 , 2014

- a. After a silent review of the minutes by the directors, Bill moved and Judy seconded to accept the minutes as presented. With no further discussion, the vote was unanimous to accept the motion.

30. Action of the Financial Statements for the period of July 1, 2013 to August, 2014.

- a. John provided "items of note".
  - i. Two bequests have been received this year totaling \$20,000.
  - ii. Total income is up by \$16,000 over the projected target for the period.
  - iii. Workers compensation expenses will rise a bit due to two positions being reclassified into a higher rate category.
  - iv. Total personnel expenses are \$5400 under budget.
  - v. Utility costs are close to budget.
  - vi. A new budget line has been added for "minor equipment"
  - vii. Property management is ok, as is rental income.
  - viii. Total expenses are \$10,495 under the projected target for the period.
  - ix. Net income for the period is \$22,000 over the projected target for the period.
  - x. No questions of the balance sheet
  - xi. Moved by Doug and seconded by Barbara, unanimously passed.

31. The FY 15 budget.

- a. The board of directors approved the agency budget in June, understanding that some items would soon come in to the agency which could impact the budget. Today, Craig reported on the items which have changed or which were new since the vote. The items follow with the Board looking to formally take action on the changes in October.

#### FY 15 Budget adjustments

- i. Board adopted budget on June, 2014
  1. Budget surplus/deficit
    - a. (\$37,500)
  2. Expense changes
    - a. Reduced billing consultant cost by \$4017
    - b. Reduced unemployment cost by \$5400
  3. Revenue changes
    - a. Add \$23,000 for supported housing from the Maine Balance of State Continuum of Care
    - b. Reduce Merrymeeting by \$20,000
  4. Net result is a budget deficit increase of \$5350 to \$41,371.

#### 32. FY 14 Financial audit report and Form 990.

- a. John Fitzgerald presented the report for acceptance by the board.
  - i. The committee had met with William Brewer, whose firm had completed the review. John reviewed the comments included in the finance report. Additional items John reviewed with the Board were...
    1. Twenty check disbursements are randomly selected to review for compliance with agency policy.
    2. No management letter was included in the report.
    3. Cash assets had increased over the period and accounts receivable decreased.
    4. Accounts payable did increase.
    5. Total public support and revenue increased by \$130,000.
    6. Total expenses increased by \$90,000.
  - ii. John Carson moved to receive the reports, Judy seconded, unanimous.

#### 33. Development

- a. Doug provided an update on person being considered for nomination to the board for the January start date.
- b. Craig distributed a sheet of information on conducting a capital campaign, some of which was provided by Phyllis Ives who had met with Craig and Martha. The potential time frame from start to finish is 3 or more years. The document is available for more details. The board asked the committee to consider the next steps and to bring their thoughts to the October meeting.

#### 34. Program

- a. Craig summarized the status of the funding from the Department of Education for the Merry-meeting Project. The board will come to the October meeting to formally determine a direction

going forward. The directors brainstormed a number of strategies- seek funding from our loyal supporters, seeking funding from the United Way, implement a media campaign and other ideas.

35. A few odds and ends were discussed with a motion by Craig and a second by Judy to adjourn at 6:20 pm. The vote was unanimous to accept.

Prepared by Craig Phillips, Executive Director.

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**Minutes-Board of Directors- October 16, 2014 5:00 pm-14 Middle Street, Brunswick**

Participants : Nancy Carleton, Barbara Gaul, John Fitzgerald, Claudia Bepko, Craig McEwen, Anne Morham, Marcy McGuire, Bill Bliss, Judy Montgomery, Andree Appel, John Carson, John Carson, Doug Morrell, Chris Powell, Dot Ollier, Nonny Soifer

Directors calling in absent: Sally Carignan, John Fitzgerald

Directors excused:

Staff: Craig Phillips, Giff Jamison, Martha Stein

1. Call of the meeting to order by Nancy Carleton, President of the Board, at 5:00 pm
2. Board Education Program-The meeting today did not have a formal board education program.
3. Review and action on Board director resignations, and a leave of absence  
Alicia Lussier, John Fitzpatrick, Sally Carignan
  - a. Alicia had submitted her resignation in a nice letter to the board stating her very busy schedule at school and home. Alicia indicated the joy that she received with being able to be a voice for persons who have experienced homelessness.
  - b. John has also submitted his resignation effective immediately citing personal reasons.
    - i. Dot moved and Anne seconded to accept, with extreme regret, the resignations of Alicia and John. With no additional discussion, the motion was unanimously accepted.
  - c. Sally Carignan
    - i. The board received an update on the health of Sally. Sally had not indicated a request for a leave and will remain as an active board member.
  - d. Discussion on the status of the Board Treasurer.
    - i. With the resignation of John from the board, the Treasurer position becomes vacant. The Executive Committee will work on filling the position in concert with the Development.
4. Review and action on the recommended adjustment to the FY 15 Budget-Please see below.
  - a. The board packet documents contained the proposed changes to the FY 15 budget originally accepted by the board in June. Craig Phillips reviewed the information. Craig McEwen moved and Barbara seconded to accept the changes as detailed in the board packet. With no further discussion, the vote was unanimous to accept the motion.

5. Barbara Gaul presented the board meeting minutes of September 18, 2014. After a moment of silent review, Craig McEwen moved and Claudia seconded to accept the minutes as presented. With no additional discussion, the vote was unanimous to accept the minutes.
6. Financial report for the period of FY 15: July 1, 2014-September 30, 2014-the first quarter for FY 15.
  - a. Balance Statement reported by Judy.
    - i. Cash on hand in the checking account is \$8981. Staff is expecting first quarter receivables to be received and that no internal transferring will need to occur.
    - ii. Lines 1610 and 1615 will be relabeled to be more descriptive of what the each line consists of.
    - iii. Net income year to date is (\$25,195.56)
  - b. Profit and loss.
    - i. Judy noted the receipt of \$30,000 from Doree Taylor, with the deposit to be posted and reflected in the November financials.
    - ii. A bequest to Tedford of \$20,000 is reflected in the September financials.
    - iii. If you may recall, the amended budget does not contains any MMP funds, thus the budget column in the statement shows \$0 for both the budget and the actual.
    - iv. Total income is at 103% of budget, \$6,334 over the target for the first quarter.
    - v. Total expense is at 96.5%, or \$9,866 under the target for the first quarter.
    - vi. Net income, as stated on the balance sheet, is (\$25,195), 83% of the target or \$4,893 for the good.
  - c. With no further discussion, John moved and Barbara seconded to accept the reports as presented. The vote was unanimous to accept.
7. Review of the Merry-meeting Homeless Youth Services Program
  - a. Since July 1 of the current fiscal year, Tedford has been absorbing the costs of the MMHYP due to the non-funding of a previously submitted application and the as yet to be re-issued second RFP. Craig has suggested that the board consider its options regarding how long Tedford can continue with this situation. The board is aware that the advisory group is seeking private funds to contribute to the existing operations funding gap.
  - b. The motion was made by Claudia and seconded by Craig McEwen as follows:
    - i. Due to the not receiving a funding award from the Maine Department of Education for the MMHYP for FY 15, and given that the program is projected to incur and operations deficit of \$22,000 as of December 31, 2014, the Tedford Board of Directors will terminate its relationship with RSU 1 on December 31, 2014, unless \$40,000 is received by December 1, 2014 to cover the full FY 15 operations deficit.
    - ii. Understanding the implications of this action on Tedford employees, the MMHYP service, homeless youth, and the community, the directors reluctantly unanimously voted to accept the motion.
    - iii. One point of discussion was the expression that any private fundraising for the MMHYP not have an impact on the Tedford annual appeal.
8. Finance Committee:
  - a. Outcome on health insurance renewal-as noted in the Finance Committee minutes a plan has been accepted with a new vendor, Maine Community Health Options, which is expected to come in at budget and with a benefits plan somewhat similar to the previous.



**9. Development Committee:**

- a. As noted in committee minutes, Doug updated the board on the plan to replace retiring or resigning board members.
- b. The committee is also anticipating the next step for the capital campaign to be to begin in January a formal discussion to determine “launching” the process to replace the Federal and Cumberland emergency housing shelters.
- c. On or about November 16, the annual appeal letters will be set out at 14 Middle Street for directors to include a personal message.
- d. Phyllis Ives has begun research on a plan to enhance the volunteer program for Tedford, another wonderful contribution to the agency and the mission from Phyllis.

10. Program: No additional reporting

11. Executive Committee: No additional reporting

12. Executive Director and the Director of Operations reporting of additional items of note and significance.  
No additional reporting

**13. November board meetings**

- a. Development-November 6, 430 pm
- b. Executive-November 10, 4 pm
- c. Program-November 10, 2 pm
- d. Finance-November 12, 4 pm
- e. Board Meeting-November 20, 2014, 5-630 pm

14. Adjourn at 615 pm

Prepared by Craig Phillips, Executive Director.

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## **Minutes(in succinct form) -Board of Directors**

**November 20, 2014 5:00 pm-14 Middle Street, Brunswick**

Participants : Nancy Carleton, Barbara Gaul, Claudia Bepko, Craig McEwen, Anne Morham, Marcy McGuire, Bill Bliss, Judy Montgomery, Andree Appel, John Carson, Doug Morrell, Chris Powell, Dot Ollier, Nonny Soifer, Sally Carignan.

Directors calling in absent: John Fitzgerald

Directors excused:

Staff: Craig Phillips, Giff Jamison, Martha Stein

1. Call of the meeting to order by Nancy Carleton, President of the Board, at 5:00 pm.
2. The board packet contained a summary of the results of the efforts of Tedford’s involvement in the Maine Housing Shelter Systems Change Initiative. The agency did meet the two outcome measurements for increasing income upon shelter discharge and the percentage of guests going into permanent housing. Craig focused his presentation on how Tedford is managing its services as promoted by various “best practices”:
  - a. Aligning case management services with the needs of each client.
  - b. Conducting regular meetings of the case managers

- c. Extending its case management services beyond its facilities to the community at large, called “outreach”.
- d. Collaborating and partnering with a “multitude” of community resources.
- e. Facilitating community participation in Tedford planning efforts.
- f. Using its website a resource on homelessness for the community.
- g. Craig recommended that part of the \$20,000 award be used as a bonus for employees, which the board agreed to.

3. The Merrymeeting program-status and action

- a. The application has been submitted with and expected response time frame of just before Christmas.
- b. Claudia moved and Nancy seconded to authorize Craig to terminate or to continue the program as of the date of the notification of the funding decision by the Maine Department of Education, and no later than the Tedford Board of Directors meeting of January 15, 2015. If the funding is not awarded, the relationship with RSU 1 will be terminated with a thirty day notice to all key partners in the Merrymeeting Homeless Youth Services Program. The motion was unanimously accepted.

4. The board liked the line-up for board presentations for January to June, including the topics of veterans homeless services, a review of the supported housing services in Bath and Brunswick, a presentation by the Bath and/or Brunswick Housing Authorities, the status of volunteers at Tedford, and what to avoid when conducting a capital campaign.

5. Election of Officers and Directors

Election of Directors to the Board of Tedford Housing presented by Doug Morrell on behalf of the Development Committee.

Moved by Doug and seconded by Dot to elect for a second term with a term of January 1, 2015 to June 30, 2017:

- Nancy Carleton
- Claudia Bepko
- Doug Morrell

Moved by Doug and seconded by Nancy to elect for a first term, January 1, 2015 to June 30, 2017

- Roger Brodeur
- Cynthia Lobikis
- Sarah Piper
- Irene Martin

Cynthia wishes to attend a board meeting before confirming her becoming a director. Dot indicated that Cynthia will be a real asset for the board.

Moved by Andree and seconded by Sally to elect Nonny Soifer as the Secretary for the board for the period of January 1, 2015 to June 30, 2016.

Moved by Nancy and seconded by Sally to elect Irene Martin as the Treasurer for the board for the period of January 1, to June 30, 2105.

Irene will also be considered for election to a full three year term commencing on July 1, 2015, in the spring.

All of the motions were unanimously accepted.

6. Barbara Gaul, in one of her final official acts as the Secretary of the Board, presented the board meeting minutes of October 16, 2014. After a moment of silent review, Dot moved and Claudia seconded to accept the minutes as presented. It was noted that John Fitzgerald was not present at the meeting and had been excused. With no additional discussion, the vote was unanimous to accept the minutes.
7. Financial report for the period of FY 15: July 1, 2014-November 30, 2014. In addition to the comments reported on the statements...
  - a. Balance Statement reported by Judy.
    - i. Cash on hand in the checking account is \$73,924 (last month=\$17,733), a significant increase due to the receipt of receivables reported last month, particularly the Maine Housing Emergency Solutions Grant revenues.
    - ii. Accrued EBT has not decreased from last month.
    - iii. Net income year to date is (\$25,195.56), last month was (\$43,634).
  - b. Profit and loss.
    - i. Total income is at 108% of budget, \$27,925 over the target for the period.
    - ii. Total expense is at 99.6%, or \$1,516 under the target for the first quarter.
    - iii. Net income, as stated on the balance sheet, is (\$25,711), 68.9% of the target.
  - c. With no further discussion, Sally moved and Dot seconded to accept the reports as presented. The vote was unanimous to accept.
8. Review of the Merry-meeting Homeless Youth Services Program
  - a. Since July 1 of the current fiscal year, Tedford has been absorbing the costs of the MMHYP due to the non-funding of a previously submitted application and the as yet to be re-issued second RFP. Craig has suggested that the board consider its options regarding how long Tedford can continue with this situation. The board is aware that the advisory group is seeking private funds to contribute to the existing operations funding gap.
  - b. The motion was made by Claudia and seconded by Craig McEwen as follows:
    - i. Due to the not receiving a funding award from the Maine Department of Education for the MMHYP for FY 15, and given that the program is projected to incur and operations deficit of \$22,000 as of December 31, 2014, the Tedford Board of Directors will terminate its relationship with RSU 1 on December 31, 2014, unless \$40,000 is received by December 1, 2014 to cover the full FY 15 operations deficit.
    - ii. Understanding the implications of this action on Tedford employees, the MMHYP service, homeless youth, and the community, the directors reluctantly unanimously voted to accept the motion.
    - iii. One point of discussion was the expression that any private fundraising for the MMHYP not have an impact on the Tedford annual appeal.

9. Finance Committee: No additional reporting

10. Development Committee: No additional reporting

11. Program: No additional reporting

12. Executive Committee: No additional reporting

13. Executive Director and the Director of Operations reporting of additional items of note and significance. No additional reporting.

14. The board concluded its meeting with warm remarks offered for the three retiring board members.

- a. Claudia remarked that Anne Morham was always a joy to be around, a charming and cultured woman who enjoyed a good chat, and was always good company. Anne was very dedicated to the Board who was a remarkable taker of meeting minutes. The departure of Anne from the Tedford board will be a big change for the board and the organization.
- b. Marcie first met Bill during her first “go around” with the board. Bill is always reflective and thoughtful, contributing a vision of the community supporting people who are homeless. Bill has embraced the National Memorial Remembrance and molded it into a “must attend” event every year.
- c. Judy stated that the board and the organization have been very fortunate to have Barbara being a leader of the board during a period of change and transition. The time has really passed quickly, though some moments were most challenging. Barbara demonstrated a keen ability to sift through the details and arrive at the salient points for discussion and action leading to the a decision reflecting the right thing to do.

15. Adjourn at 615 pm, Prepared by Craig Phillips, Executive Director.

**\_\_ Minutes-Board of Directors**

**January 15, 2015 5:00 pm-14 Middle Street, Brunswick**

Participants: Nancy Carleton, Craig McEwen, Andree Appel, John Carson, Chris Powell, Dot Ollier, Nonny Soifer, Sally Carignan, Roger Brodeur, Sarah Piper

Directors calling in absent: Claudia Staberg, Marcy McGuire, Doug Morrell, Judy Montgomery,

Directors excused:

Guests: Cynthia Lobikis

Staff: Craig Phillips, Giff Jamison, Martha Stein

16. **Meeting called to order** by Nancy Carleton, President of the Board, promptly at 5:00 pm.

17. **Board Education Program #1** by Jodie Chalmers, Tedford Housing Supported Housing Case Manager for Bath and Brunswick. Presentation highlights included the following:

- a. In addition to Tedford Housing, Jodie is MSW graduate student at the University of Southern Maine and is interning at Mid-Coast Hunger Prevention Program.
- b. One of her main roles is to understand the root causes of why people have become homeless.

- c. Once this is known, establishing small goals seems to work well and contribute to the possibility of longer term success.
- d. Two families have recently moved to Evergreen, one reuniting following one parent's stay at the Residence at Cumberland Street and one family from the Residence at Federal Street. Driving license, having a CNA certificate, and having a home were a few of the key elements for the transitions.
- e. Challenges include emotional and behavioral stability, substance abuse around the holidays, following through on the solutions plan action steps, cuts in food stamps add finding volunteer opportunities for people to engage to satisfy recent changes in assistance program eligibility requirements.
- f. In the future, Jodie is looking at more outreach to the community and more activities for the families at each facility.
- g. Overall, Jodie recognizes the strong and amazing individuals she works with.
- h. Jodie is a wonderful addition to the team.

**18. Board Education Program #2** by Phil Allen with the Veteran Homeless Services of the Preble Street Resource Center.

- a. Phil also staffs the Residence at Cumberland Street one night a week.
- b. The program provides services around the state and is funded for three years.
- c. Among many services, the program seeks to provide short term, intensive supports for housing stability, assists with navigating through the Veterans Services Administration, temporary financial assistance, and legal services.
- d. Phil indicated that veterans represent 10% of the point in time survey numbers in 2014.

**19. Board minutes** of November 20, 2014.

- a. Comments and Corrections
  - i. The treasurer term for Irene Martin ends on June 30, 2015.
- b. Action on the minutes.
  - i. Dot Ollier moved and Claudia Staberg to accept the minutes with the one correction. With no further discussion the vote was unanimous to accept the motion.

**20. Financial report** for the period of July 1, 2014-December 31, 2015

- a. Comments and discussion
  - i. The Finance Committee is trying out a new reporting format for the board, with submitting a condensed report in most months, but quarterly providing the detailed report.
  - ii. As a reminder, the Finance Committee does review the detail reports each month they meet.
  - iii. Don has added "notes" to the report which the committee has found to be very informative, easier to track the activity behind the numbers.
  - iv. The targeted case management numbers are trending noticeably behind projections, with the committee reviewing at length due to fewer clients eligible for enrollment in MaineCare resulting from state public policy changes.
  - v. Net income is \$48,833
- b. Action
  - i. With no further discussion, Sally moved to accept the reports as presented and Craig seconded the motion. The vote was unanimous to accept.

**21. Executive Committee report**

- a. The committee has requested that the mission statement and the six strategic goals be prominently displayed on the walls of the conference room.

- b. An agency salary structure activity is on the horizon, an important and necessary need for the organization.

**22. Finance Committee report**

**23. Development Committee report**

- a. Capital Campaign
  - i. Nancy reported the committee has reviewed a capital campaign readiness assessment tool, with no recommendations ready to present as of yet.
  - ii. The committee is roughly thinking that Tedford may be ready to engage a campaign consultant a year from now, a process which will further examine internal and external readiness and that of the community.
  - iii. (I have a note to include something in the board package regarding the readiness discussion and I will see Martha.)
  - iv. Early thinking is that the campaign target is between \$3-5 million and the entire process will roll out over 3-5 years.
- b. Fundraising and Foundations
  - i. The annual appeal increased 10% over last year and 25% from two years ago.
  - ii. The committee is gearing up for thank you calls.
  - iii. Total donor numbers comparable to last year, 460, with 55 new donors, Martha will peel deeper into the onion.
  - iv. The strategy of penning personal notes on the letters has been judged to be most worthwhile.
- c. Warm Thy Neighbor
  - i. Donations up 10% from last year at this time.

**24. Program Committee report**

- a. An examination and analysis of strategic partners is underway.
- b. The committee is diving into understanding the “continuum of care” and state of the art emergency housing shelters- what is an ideal shelter in the context of a continuum model of service resources, and will embark on this on the road and on the net.

**25. Report of the Executive Director and the Director of Operations**

**26. Announcement of February board and committee meetings**

**27. Final thoughts and comments.**

**28. Adjourn Time** at 6:45

**29. Minutes Preparation**

- a. Prepared by Craig Phillips, Executive Director.

**30. Certification of minutes**

\_\_\_\_\_ Date \_\_\_\_\_

Nonny Soifer, Secretary, Board of Directors, Tedford Housing