



Board of Directors Meeting

Zoom Meeting – Friday, December 4, 2020

In attendance:

Board Members: Gordon Quinn, Kandy Tranghese, Beth Simpson, Tom Duke, Pamela Fernandes, Ryan Barry, Meg Beturne, Ed Garibian, John Morse, Cathy Rossi, Mark Germain, John Pappas, Christopher Fager, Kimberley Broderick, Darcy Fortune Young, Karen Rossi, Traci Gaynor Talbert, Jane Hetzel, Debbie Frangie, David Griffin, and Sean O'Connell

Staff: Will Dávila and Colleen Callan

The Board of Directors Meeting began at 8:06 a.m.

Gordon Quinn welcomed all. Gordon announced the Board of Directors annual giving at 96%, as well as the great coverage from *Business West* of Kandy Tranghese's new Vice President & CFO position at Monson Savings Bank and *Mass Live's* coverage of Darcy Fortune Young appointed to the Executive Committee. Gordon also thanked Traci Gaynor Talbert for her recent trainings of Racial Justice and Cultural Awareness to CSH managers.

Gordon asked for a motion to approve the Consent Agenda, including the minutes from the October 16, 2020 Board of Directors meeting, Financials and the minutes from the Finance, Personnel/ Human Resources and Community Relations Committees. The motion was made by Tom Duke; Mark Germain seconded and all approved.

Will provided the following Executive Director Report to the Board of Directors:

- Will continues internal orientation with staff and managers. The process of moving over direct reports under Will has been accelerated by 4-5 months since Brenda Trierweiler's departure November 22, 2020.
- Will continues to meet individually with each Board of Director. He has a few more to meet with, which Cynthia Wallace will be setting up.
- Will has visited with all the programs. He has spent some significant time with the Residential Program. They have been working on staffing issues and actively recruiting residential candidates. Recently CSH separated with SE, Manager of the Cottage, due to non-follow-through, lack of consistency, and supervision. They will look to have a new manager onboard for the Cottage by the beginning of the year.
- Monique Vasquez has stepped up to be the Interim Finance Director and is one of the finalists for the position. Through Johnson and Hill, CSH has a temp to hire for the Senior Accountant position, which will likely be permanent as the candidate is doing very well.

- In budgeting, Residential numbers are not quite where they should be:
 - START is at a break-even point of 6 clients.
 - The Cottage was budgeted at 11, held 10 for a while and now at 8 clients. Referrals are coming in.
 - SHARP was budgeted at 7, currently with 6 clients. Hope to be at 9 within the next couple months.
- Will had meetings with CSH referral leaders. DCF on the Cape is looking to make some changes to CSH services to adapt to their current needs, which are different than currently contracted. He has also met with the Key Program and the Sheriff's Department in Springfield, which he had positive conversations and are looking to stay onboard with CSH long-term.
- A grant writer consultant was budgeted and likely to start in January, which priorities will be around residential, federal, state, and municipal opportunities.
- Will is currently working off the current Strategic Plan that would be ending this year. Will noted that it is not a good time to design and implement a new plan during a pandemic and such fluid times. He plans to review the Strategic Plan in the spring and potentially create a new process, as he believes the current Strategic Plan is not as inclusive and detailed as it should be. Will discussed that the Strategic Plan may be more situational to be reviewed every 12-18 months instead of committing to another 3-year plan.
- Will noted that there have been some issues here and there with COVID-19 within the organization. Over Thanksgiving, CBDS was quarantined for 10 days until December 10th due to a teacher attending school, then testing positive. No further reports now in the school.

Pamela Fernandes reported on the Community Relations Committee.

- Secret Santa – (as of 12/19/20)
 - We received 337 wish lists from CSH programs (expecting 15+ more)
 - There are 124 sponsors this year (includes 20 staff and BOD), 365 wish lists distributed (or funds provided for CSH to shop)
 - Organizations/Community Members who took more than 10 lists include: TD Bank, Springfield Central HS, Linda Martinelli & friends, Meg Beturne & Baystate Orthopedic Surgery Ctr, Health New England, The Dowd Agencies, Bertera Subaru, Wolf & Co, Burkhart Pizzanelli and LLumin Inc.
 - Any further sponsor requests are directed to donate to the CSH Family Flex Fund. The Family Flex Fund is designed to allow for sufficient flexibility to serve children and families based on their individual needs during the Holidays or urgent needs throughout the year, that is not already covered by our programs or State funding. In donating to the Family Flex Fund, you could support a family with a Holiday meal, necessary items for winter, emergency home expenses, medication, transportation, etc.
 - There is a toy drives held this year at Prefere Melamines LLC (Rick Tremblay's new employer).

The meeting then moved to the Financial Review, which was conducted Sean O'Connell. There are financial struggles but not as bad as what they had budgeted. The audit that came back was all positive. They did apply for the PPP forgiveness but have not heard back yet. The YTD net surplus/ (deficit) from

operations, through the month ending October 31, 2020 is \$159,428). The YTD net operating income (deficit) for the same time last year, was \$122,249. The most notable programmatic variances from FY 2020 to FY 2021: Cottage (up, \$57,445) SHARP (down \$113,597); Mill Pond School-Springfield Campus (down \$72,933) and Curtis Blake Day School (down, \$67,214).

Gordon Quin did not have anything to report on the Executive Committee.

Kandy Tranghese reported on the Board Nominating/Governance Committee and suggested the following updates on the By-Laws:

Changes underlined below.

Article 5 Committees, Section 2 (vi) Identify Board of Directors partnerships for newly elected Directors.

Article 5 Committees, Section 1 (d) The chairperson of each of the Committees set forth in Sections 2 through 6 of this Article V shall serve on the Executive Committee. All Committee Chairs shall be members of the Board of Directors. Co-Chairs may be community members, but would not serve on the Executive Committee. If a Committee has more than one Co-Chair, only one shall serve on the Executive Committee, and the determination of which Co-Chair shall serve on the Executive Committee shall be made solely by the President. In addition, the Board Nominating/Governance Committee may at its discretion appoint up to two at-large members to the Executive Committee. At-large members of the Committee must also be members of the Board of Directors.

Gordon asked for a motion to approve the By-Law changes. The motion was made by Tom Duke; Ed Garibian seconded and all approved.

Will reviewed a draft of the Board of Directors diversity grid. The grid has all the characteristics in the top header, which presents the information clearer and shows the gaps in the areas that required more representation when looking for new Board Members. The grid also provides percentages of each column at the bottom. Will noted that with this version of the grid, CSH can begin to look at a snapshot of where we are with Board diversity and what areas need to be recruited.

In reference to the Personnel & Human Resources Committee, John Morse reminded all to remember that the Committee Minutes are sensitive, some containing legal matters, and all should maintain confidentiality. Will noted that an added layer of protection can be initiated by using initials instead of full names.

The next Board of Directors Zoom Meeting will be on Friday, January 22, 2021 at 8:00am.

There was no Executive Committee Meeting held.

Gordon asked for a motion to adjourn the Board of Directors meeting. The motion was made by John Morse; Tom Duke seconded and all approved.

The Board of Directors meeting was adjourned at 9:01 a.m.