

**Thames River Community Service, Inc.**  
**Board of Directors Meeting**  
**July 17, 2019**  
**At Martin House**

**AGENDA**

1. Review of Minutes
2. President's Report
3. Executive Director's Report
4. Committee Reports
  - a) Finance – Gayle O'Neill
  - b) Investment – Bob Fusari
  - c) Development and Public Relations – Deb Eskra
  - d) Governance - Theresa Madonna and Marilyn St. Onge
  - e) Facilities – Mike Bennett
6. Old Business – Deferred Maintenance Plans
7. New Business
8. Adjournment

Next Meeting: September 18, 2019 at Thames River

MISSION: The mission of Thames River Community Service, Inc. is to provide safe housing with support services by creating an environment in which families and individuals who are experiencing homelessness pursue goals for self-sufficiency and control over their lives.

This mission is accomplished by promoting family and individual wellness, by empowering people to develop an achievable plan for successful independent living, to pursue significant employment, to acquire life skills and to maintain stability.

## Thames River Community Service June 19, 2019 Minutes

Meeting opened at 5:38 pm at Thames River

Present: *Mike Bennett, Deb Eskra, Theresa Madonna, Bob Fusari, Ornet Hines, Gayle O'Neill, Louise Summa, Keith Lee*

Participated by phone: *Marilynn St. Onge*

Excused: *Nancy Roberts, Mathew Lisee, Margaret Sabe*

Staff: *Kathy Allen, Astrid Aalund*

Visitor: *Paula Oberg*

### Minutes from May 15, 2019 accepted.

- President's Report - No report
- Executive Director's Report - see report, Thanks to Deb Eskra for sponsoring the retirement party, another donor has sponsored a tag sale.
- Portal navigation discussed. Laura and Kathy attended the Norwich Neighborhood Assistance Grant public hearing. If awarded will be used to replace building siding.
- Kathy updated the Secretary of State's website. Officers will be updated and current email may be replaced.

### Governance

- See Governance Committee Report. Theresa nominates Carol Whitham and Ellen Crichton to the Board of Directors, seconded and approved.
- Theresa nominated Keith Lee to a second year term and nominates Classes 2020, 2012, and 2022 as indicated in the report, and nominates Bob, Mike and Marilyn for another 1 year term, seconded, approved. Marilyn nominates Theresa Madonna for another 1 year term, seconded and approved.
- Theresa nominates Nancy Roberts for new fiscal year Board President, Matt Lisee for Vice-President, Ornet Hines for Secretary, Gayle O'Neill for Treasurer and Deb Eskra for Past President, seconded and approved.
- There will be a Board Retreat August 21<sup>st</sup>, to be held in a conference room at Three Rivers Community College. There will be a guest speaker, plans being finalized.
- Deb Eskra suggests that the ED be invited to attend Governance meetings, other than Board retreats.

### Treasurers Report

- Gayle makes a motion that the TR Operating Reserve Policy be accepted with recommended changes, seconded and approved. Gayle will make changes see handout pages 1-5. Gayle makes a motion that the TR Financial Policy be accepted, with recommended changes, seconded and passed, see pages 6-7 of handout.
- Gayle reports that TR has set up the Liberty Business Money Market Account with a deposit of \$7499.99 to gain 2.5% interest. Additional funds will be transferred from the Grants

account for a total deposit of \$30,000. Bob Fusari proposed even more funds from Grants account be transferred. The Finance Committee will review this suggestion at their next meeting.

- Gayle presents the TR Balance Sheet and P&L. Gayle presents new Fiscal year's budget. A vote on the draft budget will be postponed to allow the Finance Committee to review the budget and issues discussed.
- Gayle reminds the group that she wants Deferred Maintenance Plans to remain on future agendas.
- Gayle suggests a work group to revisit TR's development needs. Directors who volunteered include Deb, Bob, Mat or Mike, Theresa and Ornet.

Board Calendar - Deb emailed the Board Calendar draft to Board Members and Kathy. Additional items were added. It will be amended and emailed out.

Meeting adjourned at 8:15pm.

Respectfully submitted,  
Paula Oberg

**REPORT OF THE  
GOVERNANCE COMMITTEE  
JUNE 19, 2019**

I. Re-election of Directors:

- a. The Governance hereby nominates for election to their first three (3) year term as Director:  
Carol Whitham, Ellen Crichton
- b. The Planning and Board Development Committee hereby nominates for election to a second three (3) year term as Director:  
Keith Lee
- c. The Planning and Board Development Committee hereby nominates for election to a one (1) year term  
Robert Fusari, Theresa Madonna, Michael Bennett, Margaret Sabe

II. Assignment of Directors to Class Years: The following is a listing of current Directors as well as their class, i.e. the year in which their current term expires, and the number of their current term (in parenthesis), i.e. zero (if completing a former Director's term), first or second three (3) year term and the number of their supplemental one (1) term if two (2) three (3) year terms have been completed:

Class of 2020	Class of 2021	Class of 2022
Robert Fusari (2+2)	Matthew Lisee (1)	Keith Lee (2)
Theresa Madonna (2+2)		Carol Whitman (1)
Margaret Sabe (2+2)		Ellen Crichton (1)
Michael Bennett (2+3)		
Debbie Eskra (1)		
Nancy Roberts (1)		
Marilyn St. Onge (2)		
Ornett Hines (1)		
Louise Summa (1)		
Gayle O'Neil (1)		

III. Nomination of Officers: The Committee hereby nominates the following as Officers for the year July 1, 2019 – June 30, 2020:

President: Nancy Roberts  
Vice-President: Matt Lisee  
Secretary: Ornett Hines  
Treasurer: Gayle O'Neil  
Past President: Deborah Eskra

IV. Recruitment of Additional Directors: Kindly continue to consider the nominations of those who you know that may be interested in sharing their time, talent, and energy for the benefit of those we serve. (Maximum number of board members = 20)

## **Thames River Community Services, Inc. Operating Reserve Policy**

### **Purpose**

The purpose of the Operating Reserve Policy for Thames River Community Service, Inc. (TRCS) is to ensure the stability of the mission, programs, employment, and ongoing operations of the organization. The Operating Reserve is intended to provide an internal source of funds for situations such as a sudden increase in expenses, one-time unbudgeted expenses, unanticipated loss in funding, or uninsured losses. Operating Reserves are not intended to replace a permanent loss of funds or eliminate an ongoing budget gap. It is the intention of TRCS for Operating Reserves to be used and replenished within a reasonably short period of time.

### **Definitions and Goals**

The Operating Reserve is defined as an amount that should be set aside by action of the Board of Directors. The minimum amount to be designated as Operating Reserve will be established in an amount sufficient to maintain ongoing operations and programs for a set period of time, measured in months. The Operating Reserve serves as a dynamic tool and will be reviewed periodically and adjusted in response to internal and external changes.

The target minimum Operating Reserve Fund is equal to three months of average operating costs. The calculation of average monthly operating costs includes all recurring, predictable expenses such as salaries and benefits, occupancy, office, travel, program, and ongoing professional service (depreciation; in-kind; pass-through programs; onetime or unusual expenses; capital purchases; and other non-cash expenses are not included). The amount of the Operating Reserve target will be calculated each year after approval of the annual budget by the Finance Committee and submitted to the full Board of Directors for approval. The status of the Operating Reserve will be part of the Treasurer's monthly report to the Board.

See Appendix A.

### **Accounting for Reserves**

The Operating Reserve should be held in an account that is not subject to market fluctuations (fixed income) and considered liquid in nature. Operating Reserves can be commingled with the general cash and investment accounts of the organization but will be labeled parenthetically in the financial records as Board-Designated Operating Reserves.

### **Funding of Reserves**

The Operating Reserve will be funded with surplus unrestricted operating funds. Until the reserve is fully funded, the Board of Directors may from time to time direct that a specific source of unrestricted revenue be set aside for Operating Reserves. Examples may include one-time gifts or bequests, special grants, or special appeals.

### **Use of Reserves**

Use of the Operating Reserves requires three steps:

### **1. Identification of appropriate use of reserve funds.**

The Executive Director and staff will identify the need for access to reserve funds and confirm that the use is consistent with the purpose of the reserves as described in this Policy. This step requires analysis of the reason for the shortfall, the availability of any other sources of funds before using reserves, and evaluation of the time period that the funds will be required and replenished.

### **2. Authority to use operating reserves**

The Executive Director will submit a request to use Operating Reserves to the Finance Committee of the Board of Directors. The request will include the analysis and determination of the use of funds and plans for replenishment. The organization's goal is to replenish the funds used within twelve months to restore the Operating Reserve Fund to the target minimum amount. If the use of Operating Reserves will take longer than 12 months to replenish, the request will be scrutinized more carefully. The Finance Committee will approve or modify the request and authorize transfer from the fund.

In the event of an emergent situation between regularly scheduled meetings, the Finance Committee Chair can solicit an electronic vote from the members of the Finance Committee. A favorable voting majority will be required for any action to be taken (e.g. 7 members of the Finance Committee – 4 members must vote and 3 must vote favorably).

Appendix B – Use of Operating Reserves Form

### **3. Reporting and monitoring.**

The Executive Director is responsible for ensuring that the Operating Reserve is maintained and used only as described in this Policy. Upon approval for the use of Operating Reserve funds, the Executive Director will maintain records of the use of funds and plan for replenishment. He/she will provide regular reports to the Finance Committee of the progress to restore the Fund to the target minimum amount.

**Relationship to Other Policies**

TRCS shall maintain the following board-approved policies, which may contain provisions that affect the creation, sufficiency, and management of the Operating Reserve Fund.

Financial Policy (Outlines fiduciary responsibilities of the Executive Director and the Board)

Investment Policy (Outlines how and when surplus funds should be invested)

**Review of Policy**

This Policy will be reviewed by the Finance Committee every year in June (at minimum), or sooner if warranted by internal or external events or changes. Changes to the Policy will be recommended by the Finance Committee to the Board of Directors.

**Thames River Community Services, Inc.  
Operating Reserve Policy  
Appendix A: Calculation of Operating Reserve**

	3 months	4 months	5 months	6 months	9 months	12 months
<b>Salaries and related Expenses</b>	<b>\$134,199</b>	<b>\$176,977</b>	<b>\$228,321</b>	<b>\$269,256</b>	<b>\$405,775</b>	<b>\$541,343</b>
<b>Maintenance &amp; Repair</b>	<b>\$4,518</b>	<b>\$7,424</b>	<b>\$8,830</b>	<b>\$10,616</b>	<b>\$14,921</b>	<b>\$19,225</b>
<b>Equipment Maintenance</b>	<b>\$3,250</b>	<b>\$3,900</b>	<b>\$4,250</b>	<b>\$4,600</b>	<b>\$9,600</b>	<b>\$11,250</b>
<b>Direct Assistance</b>	<b>\$9,150</b>	<b>\$10,915</b>	<b>\$12,080</b>	<b>\$13,400</b>	<b>\$18,000</b>	<b>\$24,400</b>
<b>Direct Assistance – Offsite</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Utilities</b>	<b>\$12,275</b>	<b>\$16,550</b>	<b>\$21,300</b>	<b>\$26,000</b>	<b>\$41,850</b>	<b>\$58,425</b>
<b>Insurance</b>	<b>\$14,370</b>	<b>\$19,160</b>	<b>\$19,275</b>	<b>\$20,020</b>	<b>\$42,515</b>	<b>\$57,335</b>
<b>Professional Fees</b>	<b>\$13,875</b>	<b>\$15,165</b>	<b>\$16,870</b>	<b>\$18,095</b>	<b>\$22,695</b>	<b>\$27,035</b>
<b>Services</b>	<b>\$2,299</b>	<b>\$2,837</b>	<b>\$5,575</b>	<b>\$6,113</b>	<b>\$7,952</b>	<b>\$9,575</b>
<b>Supplies</b>	<b>\$1,910</b>	<b>\$2,435</b>	<b>\$3,610</b>	<b>\$4,350</b>	<b>\$6,140</b>	<b>\$8,090</b>
<b>Fund Raising expense</b>	<b>0</b>	<b>\$1,300</b>	<b>\$5,000</b>	<b>\$5,000</b>	<b>\$8,400</b>	<b>\$20,100</b>
<b>Travel</b>	<b>\$860</b>	<b>\$1,130</b>	<b>\$1,400</b>	<b>\$1,720</b>	<b>\$2,580</b>	<b>\$3,440</b>
<b>Training – Staff</b>	<b>\$425</b>	<b>\$425</b>	<b>\$475</b>	<b>\$675</b>	<b>\$950</b>	<b>\$1,325</b>
<b>Other</b>	<b>\$820</b>	<b>\$960</b>	<b>\$1,160</b>	<b>\$1,430</b>	<b>\$2,475</b>	<b>\$2,935</b>
<b>Reserve Recommendation</b>	<b>\$197,951</b>	<b>\$259,178</b>	<b>\$328,146</b>	<b>\$381,275</b>	<b>\$583,853</b>	<b>\$784,478</b>

Sample information represents FY19

Updated May 31, 2019 (V2)



**Thames River Community Services, Inc.  
Operating Reserve Policy  
Appendix B: Use of Operating Reserves Form**

**Date:** \_\_\_\_\_

**To:** **Thames River Community Service, Inc.  
Board of Directors**

**From:** **Executive Director**

**Subject:** **Request to use Operating Reserves**

As the Executive Director of Thames River Community Service, Inc., I have identified a short term need which requires the use of Operating Reserves. This need is consistent with the reasons outlined in the Operating Reserve Policy to ensure the stability of the mission and programs; and/or to meet the short-term obligations of the ongoing operations of the organization. The reason for this request:

- ☐ sudden increase in expenses
- ☐ one-time unbudgeted expenses
- ☐ unanticipated loss in funding
- ☐ timing of receipt of funds
- ☐ uninsured losses
- ☐ Other (explain) \_\_\_\_\_

The amount needed: \$ \_\_\_\_\_

The length of time funds will be required and replenished: \_\_\_\_\_

Consequences if the use of Operating Reserves are not approved: \_\_\_\_\_

\_\_\_\_\_  
\_\_\_\_\_

**Finance Committee Action:**      **Approved** \_\_\_\_\_      **Denied** \_\_\_\_\_  
**Date:** \_\_\_\_\_

## **Thames River Community Services, Inc. Financial Policy**

### **Philosophy**

The purpose of financial management in the operation of all TRCS activities is to fulfill the organization's mission in the most effective and efficient manner and to remain accountable to stakeholders, including clients, partners, funders, employees, and the community. In order to accomplish this, TRCS commits to providing accurate and complete financial data for internal and external use by the Executive Director and the Board of Directors.

### **Authority**

The Board of Directors is ultimately responsible for the financial management of all activities. The Finance Committee is authorized to act on the Board's behalf on financial matters when action is required in advance of a meeting of the Board of Directors. The Board of Directors shall review financial reports at each board meeting.

The Executive Director is responsible for the day-to-day financial management of the organization. The Board authorizes the Executive Director to hire and supervise staff and independent consultants, pay bills, receive funds, and maintain bank accounts.

The Executive Director is authorized to sign checks up to \$7,499.99. Checks for amounts greater than \$7,499.99 shall require two signatures.

The Executive Director is authorized to enter into contracts for activities that have been approved by the Board as a part of budgets or plans. The Board of Directors must authorize any contracts outside of these parameters and all contracts with a financial value greater than \$10,000.

### **Financial Transactions with Insiders**

No advances of funds to employees, officers, or directors are authorized. Direct and necessary expenses including travel for meetings and other activities related to carrying out responsibilities shall be reimbursed.

In no case shall TRCS borrow funds from any employee, officer, or director of the organization without specific authorization from the Board of Directors.

### **Budget**

In order to ensure that planned activities minimize the risk of financial jeopardy and are consistent with board-approved priorities, long-range organization goals, and specific five-year objectives, the Executive Director shall:

- ☐ Submit operating and capital budgets to the Finance Committee in time for reasonable approval by the Board prior to each fiscal year.
- ☐ Use responsible assumptions and projections as background, with the general goal of an unrestricted surplus.

## **Gift Acceptance**

TRCS can accept stock or other negotiable instruments as a vehicle for donors to transfer assets to the organization. Transfer and recording the value of the asset shall be done in a consistent manner and in compliance with accounting standards. The Executive Director shall advise the Treasurer and/or the Board Chair of any stock given to the organization immediately upon receipt by the organization.

TRCS shall accept contributions of goods or services other than cash that are related to the programs and operations of TRCS. Any other contributions of non-cash items must be reviewed and approved by the Board of Directors before acceptance.

## **Asset Protection**

In order to ensure that the assets of TRCS are adequately protected and maintained, the Executive Director shall:

- ☐ Insure against theft and casualty losses to the organization and against liability losses to Board members, staff, or the organization itself to levels indicated in consultation with suitable professional resources.
- ☐ Plan and carry out suitable protection and maintenance of property, building, and equipment.
- ☐ Avoid actions that would expose the organization, its board, or its staff to claims of liability.
- ☐ Protect intellectual property, information, and files from unauthorized access, tampering, loss, or significant damage.
- ☐ Receive, process, and disburse funds under controls that are sufficient to maintain basic segregation of duties to protect bank accounts, income receipts, and payments.

## EXECUTIVE DIRECTOR'S REPORT July Board Meeting 2019

The following is a general summary of my activity since our last meeting:

### **Administrative/Finance**

- A revised budget will be presented to the Board for FY 19/20

### **Marketing/Networking/Fundraising**

- Our Annual appeal has gone out. To date, we have received a donation from one donor who hasn't donated in a while. My plan is to reach out to this person personally with a call and/or handwritten note to be sent with our regular thank you note. I'm interested in knowing, and it would be *beneficial* for us to know, what brought this person back...

I will continue to report on data from this appeal.

- Astrid, Laura and I had been working on a plan for fundraising which was given to Ornet and Deb for review and then to the group of Board members who met on Thursday to follow up with the conversation about development that was initiated at the June board meeting. This group asked that I distribute this to the full board at Wednesday's meeting. I will discuss the plan at the meeting and review the initial timelines.

### **Facilities**

- I met with folks from NPU and United Way to discuss ideas for a Day of Caring that NPU is interested in doing with a group of about 20 employees who are skilled electricians, plumbers, mechanical engineers and the like. We talked about a few ideas and will be meeting with them again on the 15<sup>th</sup> to iron out details. More to come....

**Thames River Community Service, Inc.  
Program Manager's Report – June 2019**

<b>New Families</b>	<b>2</b>
<b>Current TRFP Families</b>	<b>21</b>
<b>Left for permanent housing</b>	<b>2</b>

**TRFP Resident Families**

***# in employment – 8***

***# in vocational training – 1***

***# in education (college or h.s.) - 1***

***# working w/Bur. Of Rehab or Employ. Agency – 0***

***# in Day Treatment Program – 2***

***# in 2 or 3 categories above - 0***

**Community Updates:**

- Cooking with Staff
- 3 TRFP residents graduate high school
- Parenting Play group with Staff
- Residents explore the zoo



Thames River Community Service, Inc.  
RRH Report – June 2019

**TRFP RRH Households**

- # in employment – 5***
- # in vocational training – 1***
- # in education (college or h.s.) - 0***
- # working w/Bur. Of Rehab or Employ. Agency – 1***
- # in Day Treatment Program – 1***
- # in 2 or 3 categories above - 0***

**Updates:**

- Calvin graduated from Norwich Transitional High School
- Two households are funding their whole rental amount; without rental assistance!!





## Thames River Community Service, Inc.

*One Thames River Place*

*Norwich, CT 06360*

*(860) 887-3288 | Fax (860) 887-4146*

*www.trfp.org*



*Together ... Creating Community*

Dear TRCS Board Members,

SHP Board Report for June 2019

Supportive Housing Case managers continue to assist Tenants with completing housing recertification requirements and address housing concerns.

SHP Tenant's addressing recovery incorporated new methods affording case managers the opportunity to learn and incorporate new approaches to care.

Case Managers noticed Tenants are demonstrating an increase in self-sufficiency and confidence in their approaches to the complex medical issues, parenting and relationships with supports. Case Managers agree this may attribute to the commonality of children's ages, length of stable housing and increases in income.

Sheila Hayes

Program Manager

Thames River Community Service

Supportive Housing Program

**Thames River Community Service, Inc.**  
**Development Office Report**  
**July 17, 2019**

**Grants**

A grant in the amount of \$1,000 has been awarded from The Eastern Savings Bank Foundation to help us replace our outdated computer system that is at almost double its normal life cycle.

2018– 2019 grants received to date total \$77,550 toward a budgeted goal of \$90,000. Donations received to date total \$45,537 toward a budgeted goal of \$74,675. The appeal has been mailed out.

**Development and Public Relations Committee**

Committee members are working on the fall event: Harvesting our Resources to End Homelessness: a Chef Challenge. The tentative date is Wednesday, November 6<sup>th</sup> at a location to be determined. Coverage before the event, including social media, print and PSAs is being worked on. Members will recruit chefs and culinary high school students to participate. Our auctioneer, Sara Adams, is working with us to increase proceeds from this event by adding in a few live auction components. This should help attract more attendees as well. Committee members and staff are excited about the possibilities this new event may hold to benefit our Agency and those we serve. The next event meeting will be held on July 24<sup>th</sup> here at Thames River.

Staff members have been working on this fiscal year's schedule of fundraising activities. A meeting with fundraising committee members will be scheduled soon.

Respectfully submitted,

Laura J. Hobart  
Director of Development  
July 11, 2019