

Redefining  
*Excellence*

A COMMUNITY REPORT  
of **SPECTRUM GENERATIONS**

Central Maine Area Agency on Aging  
and Disability Resource Center

**Fiscal Year 2021** (10/1/20 - 9/30/21)

# Leading the way to *redefining* excellence

## A message from the CEO The Great Reshuffle



Over the last 24 months, we have collectively experienced the greatest workplace shift in a generation. The COVID-19 pandemic caused the Maine labor market to tighten, and Spectrum Generations has not been immune to the “Great Reshuffle”, millions of workers are leaving their jobs in search of roles with a better work-life balance and a workplace more aligned with their values.

As we look back at 2021, and look forward to 2022, attracting and retaining the top talent has been, and continues to be, a top priority. Our success in supporting our staff drives our ability to fulfill our mission, to promote and advance the well-being and independence of older and disabled adults, with the support of their care partners, to live in their community of choice.

At the start of fiscal year 2021, we understood that retention of our current staff was not just important but critical. In addition to wage increases to remain competitive in the marketplace, we quickly adapted with increased emphasis on: (1) educating employees on the benefits we offer; (2) identifying internal upward mobility schemes that reward our top performers with more responsibility, flexibility and compensation; (3) actively look for training opportunities for staff to develop new skills; and (4) purposefully stimulate our talent pool by getting staff engaged in projects that are outside their comfort zone. We are on a quest to not only make our staff feel secure but also experience the professional growth that will enable them to be successful in future years.

Additionally, we realize that job seekers are in the driver’s seat, and we must challenge the status quo of our past recruitment strategies to attract prospective candidates to Spectrum Generations. We have taken the following steps;

1.

refined our  
ideal  
candidate  
profiles

2.

reevaluated  
our job  
postings and  
marketing  
methods

3.

emphasized  
cultural fit  
during  
candidate  
interviews

4.

outsourced  
recruitment  
where  
appropriate

5.

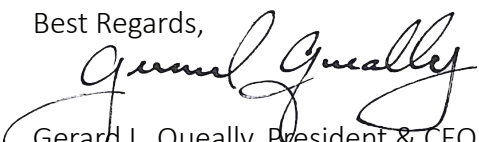
accelerated  
the background/  
reference check  
and job offer  
processes

We need to be, and now are, fast, engaging, and right with prospective candidates.

These changes do not guarantee retention and recruitment success. Throughout 2021 employee turnover was higher than it had been in previous years. At times we lost out on candidates because we could not meet their salary demands. The stress that COVID-19 put on all workforces was unimaginable two years ago, but we are now a better agency for it; more efficient and effective in our recruitment and retention efforts. Spectrum Generations is now staffed with a team of motivated employees who are more aligned with our mission than ever before. The year will bring new challenges. We are ready to face them as a more cohesive and forward-thinking team that holds itself accountable in delivering excellence every day to the community, and specifically to the older and disabled people of Maine.

Thank you for your continued support and trust in Spectrum Generations.

Best Regards,

  
Gerard L. Queally, President & CEO  
Spectrum Generations



The United Way of Kennebec Valley (UWKV) awarded Spectrum Generations with the **Public Service Partner of the Year award**. The UWKV recognized Spectrum Generations for increasing its workplace campaign by 217 percent and going above and beyond the call of duty by feeding more homebound seniors and disabled adults this past year than ever before.

## OUR BOARD OF DIRECTORS

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Helen King-Atallah, Secretary

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Robert Bremm

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Andrea Lenhart

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Patrick O'Brien

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Josée Shelley

## Message from the Board Chair

As a Board Member, I continue to be impressed with the organization's thirst for innovation and ability to adapt to changing times. We have great leaders who are proactive and have worked hard to create a positive work environment. We are grateful for the highly engaged workforce we have!

Without our amazing staff we would not be able to do what we do. We especially appreciate them for standing with us during the pandemic and now one of the most challenging workforce shortages the United States has ever seen.

Organizations, including Spectrum Generations, are quickly figuring out new and different ways to deliver services and continue to achieve their mission. How the work gets done moving forward may require new skills. Our staff will learn and do new things and at times do things differently. A culture of caring will be important so that our staff feel supported and confident in the things we ask them to do. This is an opportunity to learn new things and grow. It is an opportunity to invest in our people in a way we have never done before, while continuing to provide vital services.

Thank you to our staff and all of our community members for your continued support and commitment to Spectrum Generations.

- Daniel Booth, Board Chair

The Belfast Award Program has selected Central Maine Area Agency on Aging's (Spectrum Generations') Adult Day and Community Support Services Program for a **2021 Best of Belfast Award** in the Adult Day Care Centers category!





## Damariscotta Ribbon Cutting



This annual report gives us an opportunity to show our many supporters where Spectrum Generations has made a difference. Throughout the year, our employees and volunteers strive to improve the lives of our consumers, always focusing on their health and well-being. We are pleased to share statistics showing how we focused our efforts on meeting the needs of vulnerable and older Mainers. *(Stats below are from 10/1/20 - 9/30/21)*

This year, we provided 489,227 contacts to **83,176 people** throughout our area – many of whom are your friends, family, and neighbors. We are proud of the many people whose lives our services have changed and that we are able to aid so many in their desire to age in place!

**Through our Meals on Wheels program, 2,455 people** received **351,985 meals** and **799 people** enjoyed the socialization and nutrition that congregate dining offers.

We provided **439 people** and their families with **caregiver support**, training, counseling, and respite. We know the importance of educating caregivers in what can be a difficult role, as well as promoting self-care for the caregiver. This also represents **5,235 hours of respite care**, which provides care for a homebound loved one while the caregiver can leave the home to take care of other matters. We also provided **1,210 information and assistance** contacts to **863 people seeking resources** to care for a loved one.

Our Bridges Home Services division provided **21,950 hours of care** to adults with memory diagnoses or intellectually and/or developmentally disabled adults through the **Adult Day program**.

These are just a few of the ways we help our communities, and we are grateful to the many volunteers and supporters who help us fulfill our mission.



# Building Financial *resilience*

## Economic Impact

**United Way of Kennebec Valley** has been a long-time supporter, providing annual funding for Meals on Wheels for many years. They awarded Spectrum Generations **\$60,000** for 2021. Funding will go towards the nutritional needs of homebound older adults in the Kennebec Valley region.

**United Way of Mid-Maine** awarded Spectrum Generations with **\$14,000** for their upcoming funding cycle – this grant funding will go towards the nutritional needs of homebound older adults in the Mid-Maine area.



**\$15,000**

grant was awarded from the **Maine Health Access Foundation** as we continue to adapt and reinvent ourselves to meet the needs of older adults and adults with disabilities.



**\$9,700**

was presented behalf of the Kennebec Valley Board of Realtors' annual golf tournament. Money was raised in support of Meals on Wheels.



David Walker and David Stevens, in conjunction with the **Monmouth Masonic Lodge #110**, donated **\$3,000** at the Cohen Community Center. Mr. Walker took the lead and wrote a grant to the Grand Master this year asking for \$3,000 to feed local people through the Meals on Wheels program. This effectively doubled their grant from last year.



Richard Kimball, Secretary of the Very Worshipful **Kennebec Lodge #5**, presented Spectrum Generations' Meals on Wheels with a **\$1,750** check. Money was donated on behalf of the Lodge and the **Maine Masonic Charitable Foundation**.



**New Dimensions Federal Credit Union**, Member Relations Representative, Michelle Beaulieu, presented Karen Wiswell, former Spectrum Generations' Director of Nutrition and Center Operations, with a **\$1,500** donation on behalf of their **Ending Hunger campaign**.



# A year of *resilience*

powered by our volunteers



Spectrum Generations would like to congratulate and thank **Ginny Foster** for her twenty five years of volunteering with us!



The staff at the **Kennebec Valley YMCA** lend a helping hand each week at Spectrum Generations' Cohen Community Center.



A group of **AmeriCorps** volunteers visited both the Cohen and Muskie Community Centers to complete a Day of Service and Remembrance in honor of September 11.



**Central Maine Power (CMP)** has been a corporate sponsor for over ten years. They have cultivated a team of fifteen employees that alternate volunteering at the Cohen Community Center.



Employees at **Gardiner Federal Credit Union (GFCU)** have been putting in time at Spectrum Generations' Cohen Center, to help package meals for the center's Meals on Wheels program.

Each week, two GFCU staff members spend two hours filling to-go containers with nutritious meals.



The **Creative Works** team volunteers at the Cohen Community Center delivering Meals on Wheels and helps staff in the dining area during congregate lunch.





Spectrum Generations' Muskie Community Center welcomed nine MaineGeneral Health residents to the center to learn about the programs we provide to the community. In return, the residents cleaned out the cooler, washed the vans (inside and out), cleaned the dining room, and made the gardens beautiful.

## Meals on Wheels

**270**  
Volunteers

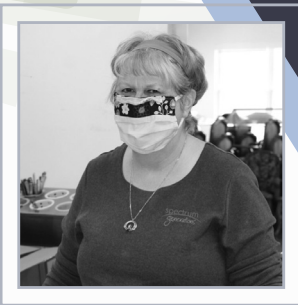
**23,161**  
Volunteer Hours

**142**  
Drivers

**86**  
Packers

**2,455**  
Consumers Served  
Meals on Wheels

**351,985**  
Delivered Meals



Congratulations to **Bob McIntire** and board member, **Meg Smith** for being recognized as recipients of the Norm Temple Community Volunteer Award!





Kennebec Savings Bank donated \$10,000 in support of our Meals on Wheels program. Throughout the pandemic, we ramped up meal preparation and delivery to 1,400 consumers per week and have managed to eliminate the wait list.



## A clear *Mission* Treasurer's Report

Our mission remains clear—our focus, commitment, and resilience steadfast. Not only are these values evident in the services we provide but they are also apparent in our FY21 fiscal performance. With over \$12M in revenue, we continue to build upon our financial resilience and expand our financial impact in the communities we serve.

COVID-19 lingered through FY21, however, through sound financial management and planning, the agency was positioned to meet the ongoing needs of the community while maintaining a healthy financial position. In FY21, Spectrum Generations received additional funds through the State and Federal Corona Relief Fund, Disaster Relief Fund, and additional Consolidated Appropriation Act funds. These funds helped to sustain our heightened Meals on Wheels (MOW) enrollment and allowed us to reallocate our CARES Act funds to other Title III services such as outreach and health and wellness. We also received American Rescue Plan funds to support the region's COVID-19 vaccination efforts by hosting on-site vaccination clinics at our centers and facilitated vaccinations for nearly 200 community members in their homes.

Spectrum Generations' fee for service programs, Bridges Home Services (BHS) and Community Case Management, continued to face challenges brought about by COVID-19 through FY21. Difficulties in the labor market/recruitment and delays in reimbursement rate increases magnified those challenges. Due to the pandemic, BHS' Personal Support Services (PSS) saw a reduction in overall census numbers as consumers were isolating and reducing services. Adult Day Community Support Services (ADCSS) saw an initial decrease in census numbers; however, ADCSS experienced an increase in census/consumer numbers toward the end of FY21 as we adjusted our services to align with the new Home and Community-Based Service regulations. We expect that trend to continue into FY22.

Healthy Living for ME (HL4ME) continues to grow. It was awarded a three year \$1.2M grant which is focused on delivering chronic disease self-management education (CDSME) to HIV and Intellectually and Developmentally Disabled (IDD) communities. Additionally, HL4ME was awarded a two year \$291K No Wrong Door Infrastructure grant through Administration for Community Living (ACL) that establishes HL4ME as the Network Lead Entity (NLE) for Maine's Community Integrated Health Network (CIHN).

Capital improvements through FY21 included a Microsoft Great Plains accounting platform upgrade, HVAC replacement at the Cohen Center, the purchase of a new MOW's van, paving upgrades at Belfast and Cohen centers, and an external freezer at the Muskie Center to support increased meal storage capacity.

With the State extending our Title III contracts over two years (FY20-FY21), we were permitted to carry forward unused federal funds from FY20 into FY21, which allowed us the flexibility and financial resources to sustain our services at a heightened level. With foresight and planning, along with the generous contributions of individual and community partners, we closed out the year with a \$924K surplus (much of which will be utilized in FY22) and are well positioned to meet the mission set before us.

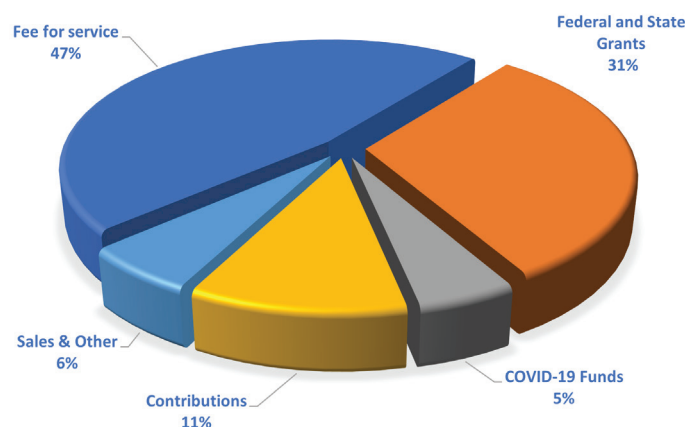
*Sharon*

Sharon L. Cleveland  
Chief Financial Officer and Board Treasurer



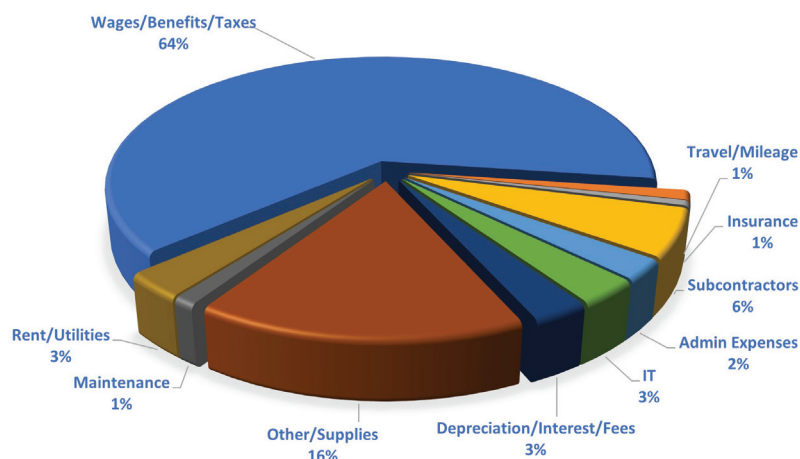
## FY21 Revenues

Fee-for-Service	5,755,172	47%
Federal & State Grants	3,806,871	31%
Contributions	1,347,547	11%
Sales & Other	725,042	6%
COVID-19 Funds	616,395	5%
	<b>\$12,251,027</b>	<b>100%</b>



## FY21 Expenses

Wages/Benefits/Taxes	7,197,075	64%
Other/Supplies	1,829,390	16%
Subcontractors	665,326	6%
Rent/Utilities	354,847	3%
IT	352,826	3%
Depreciation/Interest/Fees	318,074	3%
Administration Expenses	280,593	2%
Travel/Mileage	131,688	1%
Maintenance	126,364	1%
Insurance	70,984	1%
	<b>\$11,327,166</b>	<b>100%</b>





# A year of *resilience*

## Pursuing Excellence in Donor Loyalty

### LEGACY MEMBERS

#### \$10,000+

Estate of Greg E. Babine  
John T. Gorman Foundation  
Kennebec Savings Bank  
m4a - Maine Association of Area Agencies on Aging  
Maine Health Access Foundation (MeHAF)  
Norman Pomerleau  
Robert G. Fuller Jr.  
Rosanna N. Chute Trust

### ADVOCATES

#### \$5,000-\$9,999

Paul Anderson

### LEADERS

#### \$1,000-\$4,999

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### SUSTAINERS

#### \$500-\$999

Accurate Building Systems  
Allen Cote  
Alpine Consulting & Metal Works, LLC.\*  
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Augusta Natural Gas  
Bangor Savings Bank  
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 stability, and  
 self-reliance

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 support our mission.



1.800.639.1553



[spectrumgenerations.org](https://spectrumgenerations.org)



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Proudly serving from these convenient locations:

Cohen Community Center | 22 Town Farm Road, Hallowell | 207.626.7777

Home Office | One Weston Court, Augusta | 800.639.1553

Knox Resource Office | 87 Elm Street, Suite 204A, Camden | 207.596.0339

Lincoln County Regional Center | 767 Main Street, Suite 5, Damariscotta | 207.563.1363

Midcoast Regional Center (co-located at People Plus) | 35 Union Street, Brunswick | 207.729.0475

Muskie Community Center | 38 Gold Street, Waterville | 207.873.4745

Somerset Community Center | 30 Leavitt Street, Skowhegan | 207.474.8552

Waldo Community Center | 18 Merriam Road, Belfast | 207.338.1190