



ASSOCIATION FOR THE RELIEF OF AGED WOMEN
154th Annual Meeting | April 29, 2021
ZOOM Remote Meeting

Annual Meeting packet contents:

History of the ARAW gavel; Minutes from 2020 Annual Meeting; ARAW History; Preliminary FY21 Financial Report; FY22 Slate of Officers, Committee Chairs & Committee Members; Annual Reports; Strategic Plan Update; FY21 In Review Slides

- 🌐 Call to Order by President – Rosemary Saber
- 🌐 Roll Call by Clerk – Gale Beaton
- 🌐 Introduction of New Staff and Board Members
- 🌐 Recommendation of the Clerk – Gale Beaton
 - ✓ **VOTE - Recommendation to approve minutes of the 153rd Annual Meeting on June 11, 2020**
- 🌐 Moment of silence for beneficiaries lost since last annual meeting – names to be read by Beneficiary Chair Diane Laflamme
- 🌐 History of the ARAW to be read by Legacy Chair Roseanne O’Connell
- 🌐 Recommendation of the Treasurer – Mary Ellis
 - ✓ **VOTE - Recommendation to approve preliminary FY21 year-end financial report**
- 🌐 Beneficiary Committee’s announcement of 2021 *Sandra Fogg Beneficiary Fund* award recipient – Chair Diane Laflamme
- 🌐 Recommendation of the Governance Committee – Chair Debbie Brooke
 - ✓ **VOTE - Recommendation to approve Slate of Officers, Committee Chairs and Committee Members for April 2021 through March 2022**
- 🌐 President’s remarks – Rosemary Saber
- 🌐 Committee Chairs’ remarks with introduction by Rosemary Saber: Beneficiary, Executive Director, Finance, Governance, Grants, Outreach, Personnel, Visiting
- 🌐 Adjournment



For ARAW Annual Meeting April 29, 2021
A little history on history.....

Rosemary asked me to recall and relate a brief history of the ARAW gavel. This happened about the same time that I had begun to review past ARAW documents for another proposed compilation of history. Luckily, I found particularly relevant information in the 142nd (2009) Meeting Minutes As, I served as clerk at the time...it was interesting enough to review how I reported events 12 years ago.

Minutes:

“Research shows ARAW traditions appear well rooted. Today, President, Nancy Kurtz remarked on Sally Hand’s research of ARAW archives which revealed the origins of the gavel the ARAW used today. The dedication (as written):

*Mrs. Charles Price presented the President of the Association with this gave - when she saw a beautiful old birch tree being felled on James Arnold estate, she conceived of the idea that it would be most appropriate to take a branch of one of these trees and make a gavel for the Association which is beneficiary of the James Arnold Fund. She and her husband made the gavel. **1928**”*

Of note: In 2018, the gavel with the accompanying original/provenance document was featured in the display case during ARAW’s Community Reception at the NBWM. A the display card also made notation that the ribbon was an addition in fond remembrance of past, deceased president, Molly Little.

We learn from the past. I’ll mention the newly formed Legacy Committee briefly here, to say that some artifacts/archives should likely remain together. The gavel was not included in our archival gift to the Museum (as well we retain the original ARAW seal). In hindsight, perhaps we should have retained the original note. Fortunately, we all look forward to the time when we can sit in the library of the museum and catch up on the past!

Roseanne O’Connell

Association for the Relief of Aged Women
Minutes of the 153rd Annual Meeting – June 11, 2020

President Rosemary Saber called the meeting to order at 11:13 AM.

Members in Attendance (Via Zoom): Bachman, Beaton, Beaulieu, Brooke, Doyle, Ellis, LaFlamme, McKnight, Melo, Natho, O’Connell, Rothschild, Saber, Stankiewicz, Whipple.

Executive Director Clare Healy Foley, Office Administrator Jenny Costa and ARAW Liaison & Beneficiary Advocate Sharon O’Malley also present.

Members Absent: Pinarreta.

Introduction of New Staff: Executive Director Clare Healy Foley introduced Sharon O’Malley as the ARAW Liaison & Beneficiary Advocate. Clare shared how happy we are to have Sharon on board and although Sharon is new to the office, she is not new to the ARAW mission. She is an invaluable addition.

Report of the Clerk: The minutes of the 152nd Annual Meeting, June 13, 2019 were approved with one edit: Maria Pinarreta not Maria Pina in President’s Remarks. SO VOTED.

Moment of Silence: Beneficiary Chair Jo-Ann Beaulieu read the names of beneficiaries who we lost since the last annual meeting, followed by a moment of silence: Miquelina Carvalho, Lorraine Fontes, Rachel Joaquim, Violet King, Hilda Lambert, Marcelina Lopes, Cecilia Mattos, Muriel Mindle, Helen “Bridget” Morrison, Polly Anna Nunes, Rita Robitaille, Mary Rousseau, Dorothy Sylvia and Priscilla Taylor.

History of the Association: Outreach Chair Roseanne O’Connell read a brief history of ARAW written by Rachel Howland on the Association’s 10th anniversary.

Recommendation of the Treasurer: Jeannette Doyle made a motion to retain Burke & Lamb, PC as ARAW’s accounting firm of record. SO VOTED

2020 Sandra Fogg Beneficiary Fund Recipient Announcement: Beneficiary Chair Jo-Ann Beaulieu announced this year’s recipient will be Margaret “Peggi” Medeiros. Peggi has a love for the history of New Bedford. The funds will aid in the process of moving after the sale of her home.

Recommendation of the Nominating Committee: Nominating Chair Rosemary Saber presented the 2020-2021 Slate of Officers and Committee Chairs.

A motion to accept the Slate of Officers, Committee Chairs and Committee Members for 2020-2021 with a note to fix the spelling of Maria Pinarreta's was made. SO VOTED

President's Remarks:

Susan Rothschild:

- 1.Thank you to board for plant
- 2.Thank you to Rosemary for taking over as President in March
- 3.Thank you to chairs and board members
- 4.Thank you to Clare for their relationship
5. Thank you to Debbie, Rosemary and Roseanne for all their work in finding a new executive director
- 6.In reading the committee reports, it is wonderful to see all the accomplishments over just the past year. Seems more like a decade.
- 7.In a much different place than a year ago. Shared Roseanne's words, "Did we ever look so good/so accomplished!"
- 8.Great pleasure to serve as president. Onward and upward!

Rosemary Saber:

- 1.Thank you to Susan as she closes out 2 years as President
- 2.Thank you to Jeannette, Roseanne and Jo-Ann for all they have contributed while being chairs
- 3.Lucky to have an all-around engaged board
- 4.Working with the Strategic Plan going forward
- 5.Blessed to have Clare and Jenny, board is proud of their work
- 6.Hoping Sharon is looking forward to the year ahead as part of the team

There being no further business, the Annual Meeting adjourned at 11:45 am.

Recorded by,

Approved by,

Jenny Costa, Office Administrator

Gale Beaton, Clerk

IN MEMORIAM

April 2020 – March 2021

Fernanda Alves*

Claire Amaral

Nair Costa

Alice Crowley

Dorothy Cunha

Barbara Donaghy

Doris Fahey

Ruth Ferreira

Lorraine Fontes

Nancy Gonsalves

Laura Law

Sister Jean Marie Lyonnais*

Cecilia Mattos

Dolores Michael

Bridget Morrison

Providencia O'Canó

Evelyn Rapoza

Auracelia Souza

Priscilla Taylor*

Thelma Wheelock





HISTORY OF THE ASSOCIATION FOR THE RELIEF OF AGED WOMEN

Florence Davenport

The Association for the Relief of Aged Women of New Bedford, now in its 142 year of continuous service, is an organization about which little is known by the general public. It came into being way back in 1866, when a group of New Bedford women, interested in the welfare of elderly ladies, met to plan and form this Association. A charity until that time had not been considered. James Arnold, one of the influential citizens of the city was deeply interested, and told this group that if they could secure sufficient funds to start this Association, he would then add a liberal gift. Many prominent business men were contacted, all were interested, and a fund of \$2,700 was secured. When this report was given to Mr. Arnold, he felt that more money was indeed needed, and he was anxious that some gifts of \$1,000 each should be added to this fund. Five hundred dollars was the largest amount anyone had subscribed previously, so five more men were interviewed, and each gave \$1,000. Mr. Arnold then presented the group with a house on Third Street, valued at \$2,000. As the funds were still insufficient to start a "Home", it was decided to sell this property, with Mr. Arnold's consent, for \$1,800. The Association was then formed, with the purpose of providing financial security for worthy elderly ladies in their own homes. The list of donors to this fund included names that are familiar to all: Howland, Swain, Delano, Mandell, Jones, Phillips, Hastings, Seabury, Anthony, Bourne and many others.

At the first meeting of the newly formed society, Mrs. Matthew Howland was elected President, and she served in that capacity from 1866 to 1885, a period of 19 years. Up to the present time, there have been only 22 presidents to serve this organization. In looking over the old records, it is interesting to note that there have been very few changes in the by-laws, and these changes have been minor ones.

When this Association started, there were mostly ladies who had worked in New Bedford homes as seamstresses, and when they became too old to work, there was no provision made to take care for them. Their wages were so small they couldn't plan for the future, and so this Association gave them enough money to supplement any assistance offered by relatives and friends. As time went on, it became necessary to assume full responsibility for the welfare of these ladies. This meant that fewer ladies could be aided, but more money would be expended on them. The Association still operates in this manner.

You are probably asking yourselves where the money came from with which to carry on this work. It has all come from bequests over a period of years. This money has been wisely invested, and we operate on the income received. In recent years the bequests have become fewer, due to the fact that the government now takes such a large share of income in taxes.

All of the ladies whom we help have a great deal of pride, and so the Board of members go about their duties quietly and unobtrusively, so as not to cause any embarrassment. Each beneficiary has a caretaker, who is a member of the Board, and it is her duty to see that her "Charge" is provided with medical care if needed, or clothing. In short she takes full care of her well being. A few of our beneficiaries live in private homes, and others in nursing homes. Many of the ladies that we help have no relatives and often very few friends who are interested in them, and they look forward with a great deal of pleasure to a visit, and every

member of the board derives much satisfaction in knowing that we are bringing a little sunshine to the old folks who need love and care.

On the tenth anniversary of this Association, Mrs. Howland, the President, gave a fine inspirational talk to the Board members. Her words gave us an insight into the character of this woman who for 19 years, worked constantly toward fulfilling the purpose of this organization. Following is a part of her talk.

“In looking over our ten years association in this work, I feel my connection with it to have been one of the great privileges of my life. We are the almoner of the bounty of others. The money we distribute is not our own. Only the fidelity and wisdom with which we exercise this trust may be said to be ours. And more was intended in this distribution than merely conveying material aid to the needy. There is a personal sympathy and tender care and interest called for from us. And this is the best part of our work. It is more blessed to give than to receive. The donor is sometimes invested with an apparent superiority which may become irksome to the recipient. It is hard to those especially who have known better days to receive alms. Let us never allow our work to become merely mechanical. There is a danger of classing and massing our work for the poor. Let us keep in view their individuality and if they sometimes seem ungrateful, let us realize that they have had great sorrows and disappointments. Let us make allowance for material temperament, for some unhappy inheritance, and for early disadvantages of mental and physical training in evil ways. Childhood and youth are brightened by hope. Old age has lost the spring and elasticity which hope alone gives. One joy after another has faded away. It is autumn and winter in the soul. The tree is bare and leafless. The naked branches are gnarled and unsightly. Shall no bright and glowing spring return to them? No other than that which is immortal. Let it then be our additional privilege to remind them of the unfading beauty which awaits their acceptance beyond the grave, of the hope which is full immortality and eternal life. Let us endeavor to lead them in this their second childhood, to the nearer presence and blessing of that Savior who died for them as well as for us, and who is still saying “Suffer the little ones to come unto me and forbid them not.” Another of our privileges is our association together. We came to know each other on this Board of Directors. I believe we may often be useful to each other. The memory of those who have left us for higher walks of life is sweet and precious. Let us cherish each other, those that remain, banded together in Christian work, that feelings and reputation one of another, should be Sacred in our eyes, and we should feel bound to strengthen one another in the building up of noble Christian character, that, as the shadows of evening begin to gather about our pathway, we may enter enriched by experience, the result of observation, and without gloom, upon that period of human life which has been our special study, loving God, let us love one another with pure hearts, fervently.”

ASSOCIATION FOR THE RELIEF OF AGED WOMEN

Profit & Loss

04/26/21

April 2020 through March 2021

Accrual Basis

	Apr '20 - Mar 21
Income	
CONTRIBUTION	710.00
CURRENT UNREALIZED GAIN/LOSS	5,614,166.08
DUES	14.00
INVESTMENT INCOME	
DIVIDEND	323,716.12
INTEREST	7,219.07
LT CAP GAIN	109,611.71
INVESTMENT INCOME - Other	0.00
Total INVESTMENT INCOME	440,546.90
SALE OF INVESTMENTS	
COST - INVESTMENTS SOLD	-2,329,778.67
PROCEEDS - INVESTMENTS SOLD	3,229,840.40
Total SALE OF INVESTMENTS	900,061.73
Total Income	6,955,498.71
Gross Profit	6,955,498.71
Expense	
03.1 DIRECT SUPPORT	357,483.51
05 GRANTS	149,852.04
08 ADMINISTRATION	37,002.93
09 ACCOUNTING	25,580.00
10 STAFFING COSTS	245,123.69
11 RENT	14,445.00
12 UTILITIES	4,610.38
14 US TRUST FEES	95,488.44
15 FEDERAL TAXES	18,245.00
17 OUTREACH/COMM ENGAGE	2,220.81
21 FLO PROGRAM	7,806.18
Total Expense	957,857.98
Net Income	<u>5,997,640.73</u>



The Association for the Relief of Aged Women of New Bedford FY22 Officers and Committees

President | Rosemary Saber
Vice President | Jane Stankiewicz

Treasurer | Mary Ellis
Clerk | Gale Beaton

BENEFICARY COMMITTEE | DIANE LAFLAMME, CHAIR

Gale Beaton
Jo-Ann Beaulieu
Deborah Brooke
Mary Ellis

Pam McKnight
Roseanne O'Connell
*Rosemary Saber

FINANCE COMMITTEE | MARY ELLIS, CHAIR

Jeannette Doyle
Cathy Mayall
Pam McKnight

Roseanne O'Connell
*Rosemary Saber

GOVERNANCE COMMITTEE | DEBORAH BROOKE, CHAIR

Shannon Bachman
Gale Beaton
Jo-Ann Beaulieu
Jeannette Doyle

Mary Ellis
Diane Laflamme
Jane Stankiewicz
*Rosemary Saber

GRANTS COMMITTEE | JANE STANKIEWICZ, CHAIR

Gale Beaton
Jo-Ann Beaulieu
Jeannette Doyle
Mary Ellis

Diane Laflamme
Olivia Melo
Pam McKnight
*Rosemary Saber

LEGACY COMMITTEE | ROSEANNE O'CONNELL, CHAIR

Shannon Bachman
Jo-Ann Beaulieu
Deborah Brooke

Olivia Melo
*Rosemary Saber

PERSONNEL COMMITTEE | PAM MCKNIGHT, CHAIR

Cathy Mayall
Olivia Melo
Angela Natho

Jane Stankiewicz
*Rosemary Saber

VISITING COMMITTEE | SHANNON BACHMAN, CHAIR

Jo-Ann Beaulieu
Cathy Mayall

Angela Natho
*Rosemary Saber



ARAW BENEFICIARY COMMITTEE | FY 21 ANNUAL REPORT

MEMBERS OF BENEFICIARY COMMITTEE:

S. BACHMAN, G. BEATON, J. BEAULIEU, M. ELLIS, P. MCKNIGHT, R. O'CONNELL, R. SABER

The committee met monthly from March 2020 to March 2021 via zoom. We received requests for both ongoing support and 1X gifts (The attached spreadsheet provides the up-to-date details of our support). We also reviewed our support to current ladies during their anniversary month and made adjustments if we deemed it necessary.

MEMBERS OF TASK FORCE:

G. BEATON, R. O'CONNELL, R. SABER, J. BEAULIEU, P. MCKNIGHT, D. BROOKE

The Task Force that had begun in the fall of 2019 continued through March 2021 via zoom. The task force had been charged with “refining the process for providing direct support to our beneficiaries”. We sought to clarify the criteria for funding to minimize the exceptions and give clearer focus to our decision-making.

Specifically, the strategic plan listed 3 action steps to achieve this goal:

1. reevaluate eligibility criteria in order to reduce the number of exceptions,
2. Establish funding guidelines, parameters and priorities and review how the funds are disbursed.
3. Develop systems and reports to track and monitor direct support funds

REEVALUATE ELIGIBILITY CRITERIA — “WHO” WE SUPPORT

- Clarified working definition of living alone
- Expanded the financial qualification for women who live in unsubsidized housing and who own their own home
- Introduced a new beneficiary to the board every month

ESTABLISH FUNDING GUIDELINES, PARAMETERS, PRIORITIES AND DISBURSEMENT - “WHAT” DO WE SUPPORT

Conflicting Values

- Addressed our sometimes conflicting goals of supporting a woman’s independence and keeping her safe. Do we support a woman’s living situation or pay her car insurance if we believe that doing so keeps her in an unsafe situation?
- Discussed the limitations of our role and reliance on the OW. Recognized the importance of family in these decisions.

Homeowners Insurance and Real Estate Taxes

Discussed our role in enabling a woman to remain in a home that she a o l o e r a o r d.
Agreed it is not our role to try to force a decision. Chose a 2-step approach to the problem:

1. provide information on housing/financial options
2. consider more thoughtfully payment of HOI or RE taxes for women in their 60s and 70s when they are still able to make a more

Continue to research options for financial literacy.

Cable Bills

- Represented 21% of 2021 budget for 45 ladies
- Concerned with wide range of costs from \$147 to \$241
- Asked OW to inquire about extent of cable usage
- Recognized importance of cable, phone and internet to elderly women Anticipate growing need for internet service, i.e., tele-health
- Decided to continue to closely monitor bills and cable usage and review contracts at the time of renewal.
- Chose to consider requests for iPads only if we control the costs.

Funeral Expenses-

- Reviewed history of payments
- Amended the policy to read that payments of funeral expenses apply only to a woman “who is known to and active in the ARAW” and who initiates the request.
- Creation of a new funeral request form

Automobile Expenses

- Recognized importance of auto to a woman’s independence
- Debated possible conflict of safety vs. independence Agreed to rely on OW’s perspective if in doubt

Outreach Workers

- Recognized the role of OW as expert and ARAW agent in community
- Acknowledged our need to have confidence and trust in their judgements and knowledge of community resources
- Discussed the importance of consistency and accuracy of the information we receive from them.
- Reminded OW that each request should include a WHY and HOW - why are you asking for this support and how will it help the beneficiary should be made after family support and other community resources have been considered

DEVELOP SYSTEMS TO TRACK & MONITOR DIRECT SUPPORT FUNDS – “HOW” we support our ladies

- Agreed to focus on 1X gifts for our younger women in order to discourage financial dependence
- Increased the limit of discretionary spending by ED Requested that all bills be presented in advance of expense Reiterated importance of bill payment directly to vendors Instituted annual review of individual beneficiary support
- Chose to continue our practice of making decisions based on need with consideration of costs but not with financial restraints.

The task force has worked diligently to clarify some of these complex issues and provide guidance to the beneficiary committee’s decision-making. While we have addressed all of the issues presented to

us by the strategic plan, we acknowledge that requests will always be complex and will continue to present the beneficiary committee with new challenges as it seeks to make compassionate and equitable decisions. Therefore, we will revisit the issues every three months and meet on an as needed basis.

The beneficiary committee and the task force have done exceptional work this year in addressing the needs of our ladies and supporting their ability to “live well and with dignity”. We are grateful to Clare for guidance and perspective and her staff for providing us with the necessary information.

Thank you to all committee members for your dedication and congratulations on meeting our goals. We are “Wise women doing a damn good job.”

Respectfully submitted,

Diane Laflamme

Beneficiary Committee Chair



ARAW FINANCE COMMITTEE | FY 21 ANNUAL REPORT

The new FY21 Finance Committee commenced in April with regular, scheduled monthly meetings to accomplish the ambitious goals in the newly-adopted Strategic Plan. Additional meetings were held on an as-needed basis during times of creating an Investment Advisory Committee and finalizing the FY22 draft budget. Goals were accomplished through a committee of focused and dedicated members who understood the purpose and timing of the Strategic Plan action steps.

Meetings were held in June and July with Burke & Lamb (to review the FY 20 Financial Statement) and Bank of America (to establish the relationship with the new committee). The participants were limited in number before we perfected our new Zoom meeting format. A July meeting with Bank of America involved the entire committee to confirm our long-term investment strategy: 'strong growth with 20% reduction in spending and/or 20% increase in revenue'. Near-term financial situation appears to be secure.

The intense focus in July through September to establish an investment advisory committee (job description development, candidate search and interviews) culminated in the first meeting of the IAC in October. The four advisers each bring different experiences, backgrounds and viewpoints to form a highly professional and well-balanced team, motivated to work in guiding the ARAW through investment management. Advisers are Beppie Huidekoper, Kathleen McQuiggan, Kevin O'Connell and Hans Ziegler with the committee rounded out by Rosemary Saber, Clare Foley and Mary Ellis.

In October, the Finance Committee began to review, revise and/or recommend to defer board policies that fall within the oversight of Finance. These include, but are not limited to, the Investment policy, the Executive Director Discretionary Fund policy, the Credit Card policy, the Liquidity policy and the overly-broad Financial policy.

The third and final Action Step for FY21 was determining if the current office space was adequate for ARAW needs and perform any necessary cost benefit analysis in making a recommendation to the board. The pandemic upended our method of meeting (Zoom rather in the office) and the office real estate market in the City of New Bedford. With board approval, this step was delayed until Summer 2021 when our position may be clearer.

As the year drew to a close and the FY22 budget was prepared for board approval, we found ourselves in the unique situation of unusually high portfolio performance combined with significantly reduced operational spending. The recommendation was approved by the board to use surplus FY21 money to fund the first installment of FY22 grant awards.

This year was certainly a year unlike the Finance Committee has previously experienced, yet the talent, dedication and adaptability of all members allowed us to achieve outstanding results in an amazingly short period. I would like to recognize their accomplishments individually and as a collective team! Thank you, Finance Committee: Jeannette Doyle, Cathy Mayall, Pam McKnight, Roseanne O'Connell, Rosemary Saber (ex officio), Clare Foley (ED) and Mary Ellis (Treasurer).

I look forward to another term as Treasurer collaborating with these amazing people of the Finance and Investment Advisory Committees.

ARAW FINANCE COMMITTEE | FY22 GOALS

- | | |
|---|---------------|
| • Establish and document budget development calendar | April/October |
| • Review and approve IAC proposed investment policy statement | May |
| • Discuss office space lease or buy strategy with IAC | May |
| • Develop a spending strategy | May |
| • Redesign FY22 Budget to reflect timing of forecasted spending | June |
| • Determine suitability of office space, post-pandemic | Summer |
| • Develop 3 to 5-year financial plan | October |

Respectfully submitted,

Mary Ellis, Treasurer

March 16, 2021



ARAW Governance Committee | FY21 Annual Report

The Governance Committee has continued to meet monthly and has been very productive since our last annual report on May 20, 2020. On May 26, 2020 the 3 Year Strategic Plan was approved by the Board. At that time our committee, which had been functioning primarily as a Strategic Planning Committee during the prior year, was able to begin to work on various issues of governance that had been identified in the plan. Our overarching goal was to enhance our governance structure to grow leadership and strengthen our Board, and we have addressed all the action steps.

We distributed the annual Board Self-Evaluation in June 2020 and the results were very positive. When compared to the same eval completed in 2019 our scores had improved or stayed the same in 40 out of 42 questions. The vast majority of answers were either in the “usually true” or “consistently true” categories. The areas with our weakest scores were related to regularly measuring our performance, having clear policies and procedures, familiarity with our Bylaws, and active engagement of members in recruiting new members. It is interesting that all of these “weak” areas are addressed in some fashion in the Strategic Plan and progress has been made or is planned in all areas.

Initially we dove into an in-depth study of the responsibilities and composition of the Executive Committee, looking at pros and cons, best practices and personal experiences. We drafted a new Executive Committee description which somewhat tightened up the responsibilities and reduced the membership. There was Board consensus for a trial (7/9/20). We will re-examine this issue soon in conjunction with updating the Bylaws.

In collaboration with Committee Chairs we reviewed and updated all standing committee purposes and responsibilities including the Ad Hoc Personnel Committee and Investment Advisory Committee. We also updated the Policies and Guidelines for Standing Committees. All these documents were approved by the Board on 9/10/20. Ultimately the Ad Hoc Personnel Committee became a standing committee, and their purpose and responsibilities were approved by the Board on 3/11/21.

As the year rolled on and all committees became fully engaged in working on their goals, we became aware that there was some overlap among the responsibilities of the Outreach Committee, Grants Committee, and the Office. After various iterations were worked on by Governance, Clare Healy Foley, Rosemary Saber, Roseanne O’Connell (Outreach Chair 21-22), and the Outreach Committee, we were excited to present a description of the Legacy Committee to the Board for approval (4/8/21). The Legacy Committee’s responsibilities are essentially a tightened up and slightly reimagined Outreach Committee which will continue its work on collaborations like *Lighting the Way*, review of branding and the website, and oversight of the archives, all with a focus on the legacy of ARAW.

In collaboration with the current officers, we updated the responsibilities of the President, Treasurer, Vice President and Clerk (approved 11/11/20). We also developed a Committee Chair Job Description and a Board Member Job Description (approved 12/10/20).

We developed succession plans for Board Officers and Chairs. These will serve as guidelines for the Governance Committee and were shared with the Board on 2/1/21. Additionally, we were conscientious about looking at committee makeup and membership rotation with an eye to developing new leaders. We

were helped in this work by the Board Engagement Survey (completed January 2021) which allowed all members to indicate their interest, now and in the future in serving as an officer or committee chair, and also allowed them to select those committees they were most interested in serving on in the upcoming year. We were pleased to see that all members are seeking membership on at least 2 committees and that there was reasonable movement between committees.

We discussed board member term limits in some depth and ultimately agreed that capping the number of years one can serve on the ARAW Board was neither necessary nor advantageous. Committee Chair terms were also thoroughly discussed. We felt that a minimum of 2 years was ideally what we hoped for, but not required. The Board agreed with these plans.

As part of a goal to improve the structure and content of monthly Board meetings we suggested that committee minutes be included in the monthly Board packets. In this way all members are prepared for discussions, and time need not be spent on updates and explanations. Committee chairs have been diligent about keeping the Board up to date on their work through minutes and Board discussion.

We began the process of ongoing Board education by developing a bibliography of books about various facets of the nonprofit world that we hope the members will find informative and interesting. All copies are available in our library.

In February 2021 we formed a small subcommittee chaired by Gale Beaton to update our Bylaws. That committee has met several times and received advice and information from our advisors at Bank of America. In May we hope to present a draft to the Board for discussion before it goes to our attorney for review.

We worked with Clare to create a thorough and informative Board Member Handbook which will be particularly helpful for new members and a handy reference for other members. The handbook will be available after the Annual Meeting. We also reviewed and gave feedback on a wonderful orientation power point presentation that Clare created as part of her new member orientation process.

We gladly welcomed one new member, Cathy Mayall, to the Board on 9/10/20 and we are in the process of vetting another new member, Maria Gloria deSa, whom we hope to have voted onto the Board before the Annual Meeting. Sadly, we accepted the resignation of Ann Fox (6/20) Gretchen Whipple (7/20), Maria Pinarreta (12/20) and Susan Rothschild (12/20).

At the Annual Meeting we will present, for election, the following slate of officers:

President: Rosemary Saber
Treasurer: Mary Ellis

Vice President: Jane Stankiewicz
Clerk: Gale Beaton

Governance Committee Goals for 21-22

1. Continue to grow our leadership and strengthen our Board
 - encourage reasonable rotation of committee chairs and committee members
 - educate and encourage member to consider leadership positions
2. Continue to refine our mentoring and support process for new members
3. Create a more strategic recruitment process
4. Review and organize current policies and procedures
5. Develop a plan for ongoing Board education

I am grateful to, and always impressed by the Governance Committee members. This much work could never have been accomplished without their contributions, questions, broad vision, excellent attendance, and dedication to ARAW.

Shannon Bachman

Diane Laflamme

Jo-Ann Beaulieu

Pam McKnight

Gale Beaton

Jane Stankiewicz

Mary Ellis

Rosemary Saber, ex officio

And we owe our success also to Executive Director Clare Healy Foley for her enthusiasm, guidance, deep experience, and technical skills. She was engaged in and supportive of every facet of our work.

Respectfully submitted,

Deborah Brooke, Chair

April 1, 2020

Goal #1

GRANTS AND DIRECT SUPPORT

Increase our efficacy by strengthening procedures for grant-making and increasing direct support to beneficiaries.

It is important to us that our funds are used efficiently and where they are most needed. Now is the time to review our processes and policies for awarding direct support to our beneficiaries. Our policies need to be fair and applied consistently, while ensuring that we are meeting current and critical needs of the women we serve. It is also time to re-examine our grant-making process to ensure our funds are allocated wisely. It is our hope that awarding grants through an open RFP process will surface new and creative initiatives to serve elderly women and will result in a more efficient use of our funds.

Strategy	Action Steps	Responsibility	Target Date	Success Indicators/Status
Strategy 1 Establish a Request for Proposal (RFP) process to optimize funding and how grants are allocated.	<ul style="list-style-type: none"> ✓ 1. Determine funding priorities for FY22. ✓ Include reaching new populations as a funding priority ✓ Include new approaches and initiatives as a funding priority ✓ Establish size of grants ✓ 2. Develop an RFP form and process to replace the current grant requests. ✓ Communicate anticipated changes to current grantees ✓ Select and install needed technology ✓ Determine if the grant applications will be open to the public or by invitation only ✓ Establish grant process timeline ✓ Develop systems and reports to track RFPs and monitor impact ✓ 3. Develop and implement marketing and communications plans to become more well-known and reach potential grantees. ✓ Develop an annual report to tell the ARAW story ✓ Continue to develop the website 	<ul style="list-style-type: none"> 1. Grants, Board 2. E.D., Grants 3. E.D. 	<ul style="list-style-type: none"> 1. April 2020 2. Spring 2020 3. Summer 2020 	<ul style="list-style-type: none"> ✓ Develop RFP form and process ✓ Receive appropriate applications from new potential grantees ✓ Award grants via the new RFP process in April 2021 ✓ Achieve funding priorities

Strategy	Action Steps	Responsibility	Target Date	Success Indicators/Status
	<ul style="list-style-type: none"> ✓ 4. Launch the new RFP process. ✓ November: Deadline for receiving grants ✓ Dec.-Jan.: Grants Committee reviews grants ✓ January: Grants Committee presents grant recommendations to the board ✓ February: Board votes on Grant Committee's recommendations ✓ February: Grants announced ✓ April: Grants awarded 	4. E.D., Grants	4. Sept. 2020	
Strategy 1 Cont.	<ul style="list-style-type: none"> → 5. Assess the efficacy of the new RFP process. → Determine modifications that may be warranted 	5. E.D., Grants	5. Spring 2021	→ <i>Scheduled for spring</i>
Strategy 2 Refine the process for providing direct support to beneficiaries.	<ul style="list-style-type: none"> ✓ 1. Develop guidelines and criteria to identify whose unmet needs we will fund. ✓ Reevaluate current criteria ✓ 2. Determine funding philosophy, parameters, and priorities. ✓ Delineate guidelines for what we will and will not fund ✓ Implement a policy for funding one-time gifts versus ongoing support ✓ Identify and access other community resources before funding any request ✓ Adjust how funds are disbursed, if needed, to be responsive to individual needs ✓ 3. Develop systems and reports to track and monitor direct support funds. ✓ Forecast disbursements by beneficiary, by month and by year 	1-3. E.D., Beneficiary, Bene Task Force	1. April 2021 2. April 2021 3. Ongoing	<ul style="list-style-type: none"> ✓ Benefits Committee has more consistent and efficient processes ✓ Consistent communication to outreach partners allow committee to respond to individual needs ✓ Reports from new database give us an accurate monthly breakdown and forecast

**Goal #2
BREADTH**

Broaden our reach of elderly women.

We know we have the capacity to serve more eligible elderly women. At the same time, we are cognizant of the fact that we are not reaching all the populations of underserved elderly women who can benefit from our support and friendship. Our current outreach model, while effective, is limited in who it reaches. We can no longer rely on only one outreach model to accomplish our work. Recognizing that furnishing assistance and relief to elderly women is at the heart of our mission, we need to revamp our outreach efforts to identify and connect with more elderly women.

Strategy	Action Steps	Responsibility	Target Date	Success Indicators/Status
<p>Strategy 1</p> <p>Identify and reach new populations of underserved elderly women.</p>	<ul style="list-style-type: none"> ✓ 1. Hire an in-house ARAW Liaison and Beneficiary Advocate. ✓ 2. Expand beyond our current outreach model to connect with at least 10 new sources for referrals. <ul style="list-style-type: none"> ▪ Possible resources: doctors, police, family members, hospitals, Salvation Army, food pantries, Sister Rose, churches, and community agencies such as the New Bedford Housing Authority ✓ 3. Partner with (or employ) people who speak Spanish, Portuguese, etc. and understand different cultures. ✓ 4. Make ourselves better known in the community. ✓ 5. Introduce monthly social engagement opportunities as a means to serve our current population and identify new populations. 	<p>1. E.D.</p> <p>2. E.D., ALBA</p> <p>3. & 4. E.D.</p> <p>5. E.D., ALBA</p>	<p>1. Spring 2020</p> <p>2. Fall 2020</p> <p>3. Ongoing</p> <p>4. Ongoing</p> <p>5. Fall 2020</p>	<ul style="list-style-type: none"> ✓ Increased number of qualified referrals from new sources ✓ With no in person contact due to COVID, still received referrals from 14 non-partner entities. 41 referrals, 19 qualified, submitted and approved (46%) ✓ Over 200 copies of the newsletter distributed each month, providing connection, information, fun and encouragement for civic engagement ✓ Luncheon & outings on HOLD due to COVID ✓ Identified interpreter to assist OW & BAs

Goal #3 VISITS

Strengthen the impact of visits to ARAW beneficiaries to promote friendship.

From its inception, ARAW has stressed “not alms alone, but a friend.” To fulfill this, ARAW’s Board members visit the women who ARAW supports and develop friendships with the beneficiaries. Through these relationships, ARAW can promote the care and continuity to meet each woman’s needs as they may arise. This is at the core of what makes ARAW’s work unique, compassionate, and compelling. In recent years, given the growing number of beneficiaries and changing times, it has been harder to schedule the visits and create the friendships which allow Board members to get to know the women on a more personal level. Despite these recent challenges, ARAW is committed to finding ways to continue to adhere to their founding principle, “not alms alone, but a friend.”

Strategy	Action Steps	Responsibility	Target Date	Success Indicators/Status
Strategy 1 Refine the visiting program.	✓ 1. Determine the ideal frequency for visits to each woman in order to fulfill the role of true friendship. → Recruit volunteers, if needed, to serve as additional ARAW visitors to visit more women more frequently ✓ 2. Formalize the system for tracking visits and monitoring follow-up. → Coordinate the number of visits and dates of visits with the COAs	1. Visiting, E.D. 2. E.D., Visiting	1. Fall 2020 2. Summer 2020	✓ All ladies are visited in accordance with their schedule and new ladies within 6 months of becoming an ARAW beneficiary. ✓ Visiting packets and assignments created, sent and updated quarterly
Strategy 2 Standardize visiting protocol.	✓ 1. Refine the current guidelines to maximize the value of the visits for both women. ✓ 2. Develop and implement a training program for Board member visitors. ✓ 3. Create an itemized checklist for visitors to complete during/after their visits. ✓ 4. Determine those women needing increased or follow-up visits. ❖ Visiting Committee will meet monthly to review reports and processes	1. Visiting 2. E.D., Visiting 3. E.D., Visiting 4. Visiting	1. Summer 2020 2. Summer 2020 3. Summer 2020 4. Summer 2020	✓ All Board members are prepared and comfortable visiting beneficiaries. ✓ Monthly meetings unnecessary – meetings only as needed

Goal #4
INFRASTRUCTURE

Establish an organizational infrastructure which supports the staff and Board in realizing ARAW's mission.

ARAW has largely relied on committed Board members and highly engaged committees to accomplish its work. With the arrival of a new Executive Director and additional staff, it is time to align our organizational structure with ARAW's current and future needs. Additional staff necessitates expanded office space and a thorough review of our board committees to ensure that the board is focusing on its governance work as well as its outreach to our elderly women. Last but not least is the need to determine that ARAW has all the proper policies and procedures in place to operate efficiently and effectively.

Strategy	Action Steps	Responsibility	Target Date	Success Indicators/Status
Strategy 1 Identify office space to accommodate our current and future needs.	→ 1. Determine whether we should stay where we are, lease new office space, or purchase a building. → Do a cost/benefit analysis of purchasing a building versus leasing → 2. Bring recommendation to the Board.	Finance, E.D., IAC 2. Finance	1. Summer 2021* 2. Summer 2021*	→ Reside in appropriate office space. → <i>Some progress made COVID delayed</i>
Strategy 2 Enhance our governance structure to grow leadership and strengthen our Board.	✓ 1. Redefine the roles, responsibilities, and purpose of all Board committees. ✓ Review the roles and responsibilities and composition of the Executive Committee ✓ Establish a succession plan for each Board committee ✓ Rotate chairs and members on committees ✓ 2. Develop and implement board leadership succession model. ✓ Bring new members into leadership roles ✓ 3. Improve the structure and content of the monthly board meetings. ✓ 4. Plan and conduct new board members orientation and on-going board education. ✓ Assign board mentors	1. Governance Chairs 2. Governance 3. Governance 4. Governance*	1. Summer 2020 2. January 2021 3. Ongoing 4. Ongoing	✓ The Board is high functioning and high performing. ✓ Understanding of roles and responsibilities

Strategy	Action Steps	Responsibility	Target Date	Success Indicators/Status
Strategy 2 Cont.	→ 5. Create a more strategic recruitment process to ensure we have the ideal board composition.	5. Governance *7/9/20 <i>Changed to Governance Committee from Executive Committee by board vote</i>	5. June 2021	→ <i>Initial progress made</i> → <i>Scheduled for spring</i>
Strategy 3 Review all operational and board policies, processes, and procedures and augment where necessary.	→ 1. Create a task force to undertake a comprehensive review of all current policies, processes, and procedures. <ul style="list-style-type: none"> ▪ Draft/edit documents, as needed, for the board’s review and approval → 2. Periodically review all Board documents to ensure that they are current. → 3. Identify outside professional services and advisors to support our operations. <ul style="list-style-type: none"> ▪ Human resources ▪ Technology 	1. E.D., Governance 2. E.D., Governance 3. E.D.	1. Spring 2021 2. Ongoing 3. Ongoing	✓ Bylaw subcommittee has been working to update ByLaws to be finalized in FY22 ✓ Chair reviewing committee applicable policies - ongoing

**Goal #5
SUSTAINABILITY**

Ensure that we are financially sustainable.

Since 1866, ARAW has existed and prospered and it is our objective to have the financial resources to continue to do so for many more years to come. We rely solely on our investment portfolio to fund our operations and philanthropy. To date, we have been fortunate that our portfolio has increased in value. However, today’s economy and financial markets are more complex so we need to access expertise which ensures that our portfolio continues to be well managed and prosper. By creating an Investment Committee and putting the appropriate financial and investment policies and infrastructure in place, we can guarantee that we are being proactive in stewarding our investments in service of our mission.

Strategy	Action Steps	Responsibility	Target Date	Success Indicators/Status
<p style="text-align: center;">Strategy 1</p> <p>Assure that our investments are invested well and managed properly.</p>	<ul style="list-style-type: none"> ✓ 1. Create an Investment Committee as a subcommittee of the Finance Committee. <ul style="list-style-type: none"> ✓ Populate the committee with both board and ad hoc members who are industry experts ✓ 2. Develop an ARAW investment policy for asset allocation and annual spending rates. ✓ 3. Evaluate the investment manager’s performance every 3 years. <ul style="list-style-type: none"> ❖ Initially meet with 3 investment management firms to educate ourselves about services offered and ensure we have selected the best manager to meet our needs 	<ul style="list-style-type: none"> 1. Board President 2. IAC 3. IAC 	<ul style="list-style-type: none"> 1. January 2021 2. Spring 2021 3. 2021 	<ul style="list-style-type: none"> ✓ A well-managed portfolio which meets or exceeds benchmarks. ✓ Establishment of an Investment Advisory Committee ✓ Development of a ISP
<p style="text-align: center;">Strategy 2</p> <p>Manage and monitor income and expenses on an on-going basis.</p>	<ul style="list-style-type: none"> ✓ 1. Develop a 3 to 5-year financial plan. ✓ 2. Analyze beneficiary distributions/spending to optimize the use of philanthropic funds. 	<ul style="list-style-type: none"> 1. Finance, E.D. 2. Beneficiary 	<ul style="list-style-type: none"> 1. Summer 2021 2. Ongoing 	<ul style="list-style-type: none"> ✓ Meet the annual budget projections.
<p style="text-align: center;">Strategy 2 Cont.</p>	<ul style="list-style-type: none"> ❖ 3. Explore possible future fundraising opportunities. 	<ul style="list-style-type: none"> 3. E.D. 	<ul style="list-style-type: none"> 3. 2023 	<ul style="list-style-type: none"> Planned for the future



ARAW GRANTS COMMITTEE | FY 21 ANNUAL REPORT

During the past fiscal year, the Grants Committee completed a three-year process of evaluating and updating the granting process. A formal Request for Proposal (RFP) document was approved by the committee and a timeline established. The timeline included publication of the granting cycle with guidelines for applying, dates of question and answer sessions with the Executive Director, deadline for proposals, evaluation of the proposals and final decisions regarding old and new partner funding.

Last fall was a very busy time for us. We were pleased with the number of RFPs we received and the creative ideas area nonprofits had for engaging with ARAW eligible women. The committee reviewed each of the proposals on zoom calls and decided to interview every applicant.

The process and questions for the Agency interviews was formulated and the applicants received copies of the questions ahead of time. These meetings were so productive as the committee got to hear from each organization and what they were proposing.

In January, the committee met to review all of the proposals and make final recommendations for funding. This was presented and approved at the February 2021 board meeting.

Total funding of \$275,092 was approved at the ARAW February board meeting for fiscal year 2022. The breakdown is as follows:

New Bedford Art Museum- \$25,000. Creative Care Program will provide 500 curated art kits delivered and instruction at 2 sites, outdoor supports for art classes and yoga (during the onsite classes), artists salaries, transportation, exhibition expenses, staff fees, marketing and promotion.

New Bedford Whaling Museum- \$11,070. Support Phase 1, the development stage, and Phase 2, the initial program of *Lighting the way: Lifelong Learning*. Offerings will include on-site visits and walks and inter-generational learning.

SCCLS- \$42,200. to support the Rachel Howland Advocate for Older Adults. The RHA will help address the most critical problems facing older persons including housing preservation, financial security and access to appropriate health care.

ACOA- \$15,335. To support part time Outreach Specialist.

DCOA- \$43,680. To support a pilot called Strive to Thrive and a full time Engagement Coordinator position. They will create a Technology Learning Program and Peer Support Group primarily working with ARAW eligible population.

YWCA- \$5,000. Support the YWCA Widowed Person Program's day to day expenses for support groups, newsletters and social events.

The Z- \$25,000. To support the pilot program Intergenerational Performing Arts Mentorship which partners 20 ARAW members with 20 of the Z's teen ambassadors. There will be technical training on computers. The pairs will attend 8 performing arts events from live theatre to comedy shows. Pairs will then discuss, keep a social media channel updated and attend a special wrap party event

Cape Verdean Association of New Bedford (CVANB) - \$16,225. Support a part time coordinator to facilitate a social club to connect elderly ARAW eligible Cape Verdean women living in greater New Bedford.

FCOA-\$45,834. To support Outreach Workers hours at the Fairhaven COA to identify qualifying women and assess their need for potential ARAW support.

WCOA-\$34,500. To support outreach worker hours at the Westport COA to indenting qualifying women and assess need for potential support by ARAW.

AHA!- \$11,250. To support the pilot program Portraits of a Port with production of 2 cable access programs about places in New Bedford familiar to older residents. The programs will include conversations with historians, curators and site personnel and will tour spaces not generally open to the public. These will be aired on cable tv.

In October 2020 the grants committee recommended termination of the grants for the Immigrants Assistance Center and the New Bedford Council on Aging based on repeated lack of regular reporting as required.

Goals for Fiscal Year 2022:

1. Evaluate the FY22 RFP process
2. Determine funding priorities for FY23
3. Develop FY23 RFP
4. Monitor and evaluate FY22 Community Partner

The past two years have been a significant commitment of time. Many thanks to our dedicated team which includes Jeannette Doyle, Gale Beaton, Mary Ellis, Pam McKnight, Rosemary Saber and of course our fearless leader Clare Foley.

Respectfully submitted,

Jane Stankiewicz, Grants Committee Chair



ARAW OUTREACH COMMITTEE | FY 21 ANNUAL REPORT

The Outreach Committee was in transition during this fiscal year as we started to realize that much of what was originally assigned to the committee had been realized and/or is now part of what the grants committee, visiting committee or what the office handles on a daily basis.

The committee met to discuss the purpose and general responsibilities for the committee and submitted a DRAFT to the Governance Committee for review. The proposed general responsibilities listed were:

- Oversight of initiatives to connect and engage with the community.
- Review and analyze current outreach strategies and determine effectiveness and potential for continuation or enhancement.
- Develop strategies to be visible to organizations providing services to women who may not have access to quality of life benefits.
- Advise and assist with website content, marketing collateral and branding for content and consistency.
- Enhance the beneficiary relationship through the greeting card programs.
- Facilitate ARAW community and social events.
- Collaborate with the New Bedford Whaling Museum to make the ARAW archives accessible to the community at the Museum and online.

The submission of this draft prompted the reexamination and refocus for the committee. One factor that remained in place regardless of the uncertainty of the role of the committee, was the greeting card program. Christmas, Valentines and Birthday cards were sent to our ladies and a great big thank you goes to Roseanne O’Connell for her ongoing commitment and dedication to ensure this initiative is not left by the wayside while the committee re-focuses.

In August of 2020, the Committee embarked on a small endeavor to promote ARAW in the community. The committee was granted approval to purchase a brick in the “Our Under One Roof Legacy Walkway” that will lead to the steps of the YWCA’s new building addition. Purchase of the memorial brick was \$100 and it’s a way to leave a legacy. ARAW, represented through a brick in this endeavor, is working with other city organizations with a similar mission of assisting women in our community. Example of the wording on the brick developed and unanimously approved by the committee:

	A	S	S	O	C	I	A	T	I	O	N		
F	O	R		T	H	E		R	E	L	I	E	F
	O	F		A	G	E	D		W	O	M	E	N

Members:

Olivia Melo, Chair; Gale Beaton; Jo-Ann Beaulieu; Pam McKnight; Roseanne O’Connell; Jane Stankiewicz

Respectfully submitted,
Olivia Melo – 4/1/2021



ARAW PERSONNEL COMMITTEE | FY 21 ANNUAL REPORT

Committee members: Cathy Mayall, Olivia Mello, Angela Natho, Jane Stankiewicz, Rosemary Saber (ARAW President), Clare Foley (Executive Director); Committee Chair: Pamela McKnight

The Personnel Committee began its work seven months ago as an Ad Hoc committee charged with creating a comprehensive set of employee policies and procedures for ARAW. The writing of the document was done by Executive Director, Clare Foley, with the input, discussion and approval of the committee.

Covid 19 pandemic-

The first meeting in August 2020 began with the development of a committee description and work on the pressing problem of workplace safety during the Covid 19 pandemic. The Covid Workplace Policy covered safety in the office as well as a work from home policies that are relevant now as well as in possible future emergency situations.

Paid time off-

The committee reviewed and recommended updated policies related to paid time off. The holiday/office closure days were increased from 10 to 12 days per year and changed to better align with those of our community partners. The roll over policies for vacation time, sick time and personal day were reviewed and updated. The updated policy allows 40 hours of vacation time to be rolled over yearly with a carry-over limit of one year. Accumulated vacation time is paid out at separation from employment. Sick time and personal time may be rolled over indefinitely but are forfeited at the time of separation from employment.

Executive session-

The committee recommended using executive session at board meetings to discuss and vote on Personnel Committee proposals that affect ARAW employees.

Benefits-

The committee aspired to develop universal benefits and policies for all employees but had noted that employee agreements/offer letters differed in benefit offerings between employees. Attorney Sue Weiner was consulted and advised that employees are "at will" and the board can make any changes in benefits or policies (within the law). The decision was made to create a yearly benefit summary which will contain specifics related to the benefits offered that year to be signed by employees.

ARAW employee benefits are administered through Paychex. The committee spent considerable time exploring local agencies to see if they could offer better support, options or pricing. At present, the decision, in conjunction with the ED, is to stay with Paychex.

ARAW's contribution to employee health insurance has been a lump sum (up to \$7000) per employee. Other payment models were considered including cost sharing with employees or health reimbursement agreements. This will be addressed again at the time of open enrollment for health insurance (June). Research was done on other local nonprofits and their handling of employee benefits.

The committee recommended and the board voted to approve at 3% simple IRA match for employees for 2022.

The committee recommended and the board voted to approve paying the employee contribution to the Massachusetts Paid Family and Medical Leave Act, a mandatory program that provides short term disability payment to employees who cannot work due to a medical condition of their own or that of a family member.

Personnel Policies handbook-

Multiple other workplace policies were discussed and written, including a grievance policy, disciplinary policy, bereavement policy, office closure policy, sick leave policy.

In January 2021, the committee completed work on a draft of the Personnel Policies handbook. The draft was presented to the board on 1/14/21 for discussion and review and then sent for legal review. When the legal review is complete, the committee will make any necessary changes and present it to the board for discussion and vote.

Standing committee-

The committee was changed from an ad hoc committee to a standing committee on January 14, 2021. Personnel Committee drafted a new committee description, which was approved by Governance and approved by the full board on March 11, 2021.

I want to thank Executive Director Clare Foley and the dedicated committee members for their hard work, research, and thoughtful insights.

Personnel Board Votes FY21

09/10/20 Recommendation to accept the work from home policy, the Paid Time Off rollover and the new office closure/holiday schedule, as distributed – VOTE – Approved

10/08/20 Recommendation to accept the work from home policy, the Paid Time Off rollover and the new office closure/holiday schedule, as distributed – VOTE – Revote in Executive Session – Approved

11/12/20 Recommendation to accept the proposal for roll over of vacation time, sick time, and personal time, as distributed – VOTE in Executive Session – Approved

12/10/20 Recommendation for ARAW to pay the employee contribution to Paid Family and Medical Leave benefit – VOTE in Executive Session- Approved

01/14/21 Recommendation to establish the Personnel Committee as a standing committee – VOTE in Executive Session- Approved

02/11/21 Recommendation to accept Personnel's Committee proposal to contribute up to 3% of salary match to employees' Simple IRAs for CY22- VOTE in Executive Session- Approved

02/22/21 RECOMMENDATION TO APPROVE ONE TIME CHANGE IN VACATION ROLL OVER POLICY TO ALLOW EMPLOYEES TO ROLL OVER THEIR REMAINING VACATION DAYS TO FY22. THESE DAYS MUST BE USED WITHIN THE YEAR. VOTE in Executive Session by email- Approved with caveat: It should be noted that this is a one-time deviation from the policy in the ARAW Personnel Policies handbook because of the unusual circumstances as a result of the pandemic. This should not be considered a precedent for future actions.

03/11/21 Recommendation to accept the Personnel Committee Job Description as written- VOTE – Approved

ARAW Personnel Committee | FY22 GOALS

1. Personnel Policies handbook- When the legal review is complete, make final edits and present the draft of the Personnel Policies handbook to the full board for discussion and vote.
2. Complete an annual review of the Personnel Policies
3. Create a timeline for and complete yearly Personnel Committee tasks, including health insurance recommendation (June), IRA funding (November), Executive Director evaluation and recommendation for compensation (February) and annual review of policies.
4. Develop a process for the evaluation of the Executive Director.
5. Develop a process for the evaluation and recommendation of yearly compensation for the Executive Director.
6. Continue to work on employee benefits including a policy for professional development.

Respectfully submitted,

Pamela McKnight, Personnel Chair



ARAW VISITING COMMITTEE | FY 21 ANNUAL REPORT

The focus of the Visiting committee over this year has been the refinement of the visiting program. 2020 was a challenging year for everyone due to the pandemic. Adapting to the quarantine from Covid 19 has provided us with unique opportunities to enhance our friendships with our beneficiaries. The committee and our executive director, Clare, have refined guides individualized for each board member. All of the new guidelines are included in new computer software. Our genius in-house technician, Jenny, has created a formalized system for tracking visits and monitoring follow-up. Every beneficiary is now in the system and we currently are serving 198 beneficiaries. We also include eight of FLO ladies that are included in regular calls.

The visiting committee met five times from May 19, 2020-January 12, 2021. We developed and have implemented a training program for new board members. This is introduced during new member orientation program. The committee has agreed to a 3-month meeting schedule, with meetings convened on the second Tuesday of the month at 9:30 am.

Much gratitude goes to our incredible Executive Director, Clare Healy Foley, Administrator, Jenny Costa, and Beneficiary liaison, Sharon O'Malley. The committee and the staff worked on individual packets for board members that include the following:

- Friendly Phone Visit Process
- Guide for friendly visits over the phone
- Some conversation starters (thank you Sharon)
- List of beneficiaries containing all pertinent information
- Note section at the bottom of each beneficiary for updates that are submitted to the office for tracking.

Board Meeting Reporting:

- 3 board members report at each meeting
- 3-5 minutes per board member for total of 9-15 minutes
- May report on any beneficiary or multiple if within time limit
- Sign up sheet for reporting month via Survey Monkey

I am happy to report we have accomplished all the goals we established for ourselves as outlined in the Strategic Plan. Our creative and thoughtful staff has opened many new opportunities to connect with our ladies including every board member sending each of their ladies Valentine's Day cards.

I feel blessed to have had the opportunity to connect with my ladies both to support and comfort them and also the huge impact our visits have added to my life this year. We've all been in this together.

FY22 DRAFT Goals (still to be approved by committee):

- Absorb birthday card and revisit criteria
- Assess reporting
- Evaluate current visiting process after a year (July) assess/evaluate
- Determine ongoing visiting process/format (continue on phone; go back to visiting in person; hybrid)

I want to send my sincere gratitude to visiting committee members – Jo-Ann Beaulieu, Debbie Brooke, Angela Natho, Rosemary Saber – who have contributed thoughtfully and compassionately in meetings and in creative brainstorming processes. None of this would be possible without the great leadership and skill of our wonderful staff!

Respectively submitted,
Shannon Bachman, Visiting Committee Chair



ARAW EXECUTIVE DIRECTOR | FY21 REPORT

FY21 was a highly unusual one. As the year began, we found ourselves in uncharted waters. The threat posed by COVID-19 was particularly felt by our beneficiaries who were identified as most susceptible to the virus, thus forcing them to further isolate from their friends, families, communities and support systems for the foreseeable future. COVID-19 restrictions kept our office staff, now three strong, working from home for April and May. These restrictions also shut down the physical locations of our community partners throughout the entire fiscal year. In these uncertain times, furnishing financial assistance, providing friendship and promoting the welfare and relief of elderly women in our community became even more important while simultaneously becoming more challenging. Luckily, with an extraordinary staff in place, we were up for the challenge.

The ARAW office's work in FY21 can be categorized as either administrative operations, direct beneficiary/community partner relations or board/committee support.

We had the pleasure of working with 271 women over the past year. Of the 271, due to changes in community partners, 140 of these women were ultimately assigned to and followed by the ARAW office. Although outreach efforts and in person interactions were restricted during the pandemic, we welcomed 58 new women to ARAW – 16 of whom were provided ongoing support, 33 were provided gifts and 9 joined our FLO Program. Unfortunately, over the last year we also said goodbye to 39 of our ARAW friends, 18 of whom passed away.

During much of the past year, due to COVID-19, our outreach workers and beneficiary advocates were unable to make in-person visits. Relying solely on phone interactions greatly impacts their ability to identify or fully assess a women's needs and situation. This, coupled with a marked increase in community resources and support offered in response to the pandemic (no SRTA fees, maximum SNAP offerings, stimulus checks, food distributions, etc.) resulted in a reduced number of requests received this year compared to last – 131 versus 244, respectively.

Jenny and I were kept busy liaising with the outreach workers and beneficiary advocates to insure the committee had as complete a picture of the beneficiary and the reason for the ask as possible. Based on the thorough information and compelling statement of needs submitted and with careful, compassionate consideration by the Beneficiary Committee, the majority of these requests, 118, were approved. Jenny insured that these approvals were realized, and all invoices processed, recorded and filed at lightning speed.

FY21 marked the introduction of our ARAW Liaison and Beneficiary Advocate position as well as the establishment of our *Friendship Lunches & Outings* (FLO) Program. We were thrilled to officially welcome Sharon O'Malley to the new position and handed over the coordination of the socialization program to her.

Sharon began her outreach campaign by mailing introductory letters/brochures to non-Community Partner organizations with the potential to become valued referral sources. Once established, the hope was to then deepen these relationships with regular meetings and phone calls. However, with no in-person contact and many of the prospective referral sources closed due to COVID-19, this proved near impossible. And yet, even with these challenges, we received referrals from 14 non-partner entities. These outreach efforts were intentionally halted in September because of growing capacity concerns when it was anticipated that the ARAW would be compelled to absorb beneficiaries of non-compliant partners. With the introduction of additional staffing and the gradual opening of the community, we look forward to the prospect and opportunity of Sharon's continued liaison efforts in FY22.

The *Friendship Lunches & Outings* (FLO) program was initiated in FY21. This is our first in-house program, and it was conceived to offer socialization to combat loneliness and isolation. In direct alignment with the mission priority of *not alms alone but a friend*, FLO provides the ability to keep ARAW eligible women, who do not need financial support, connected to the ARAW. This proved of particular importance during the COVID lockdown. However, due to health and

safety related restrictions and limitations, lunching and outings were not possible; therefore, we had to pivot. Sharon led this charge with compassion, with innovation and to great success.

The *Going with the FLO* newsletter was developed and, on a monthly basis, sent to our entire ARAW family. In lieu of event and outing announcements, the newsletter provided opportunities for safe engagement, connection, information dissemination and giveaways. The newsletter also encouraged lonely beneficiaries to call the office and chat which, in turn, allowed staff to identify any needs or action items in real time which could then be passed along to their assigned outreach worker.

Through these monthly newsletters, we increased the number of ladies receiving social phone visits from board members, opportunities for interested board members to engage with participants through home delivery of food or goods and opportunities for beneficiaries to connect with peers through a Pen Pal program. Participants were also entertained with puzzles, were nourished through delivered pizza and soup and were uplifted with plants. Most importantly, through FLO beneficiaries came to know the board and staff of the ARAW were there for them in friendship during these trying times and beyond.

The migration to and implementation of our database to Blackbaud Grantmaking encompassed much of FY21. There was much to learn and master. Jenny and I participated in 60 combined hours of education through Blackbaud University. We then spent a considerable amount of time working with and challenging the Blackbaud back office to tweak and customize the system to meet ARAW's unique needs. Although the Blackbaud implementation team were able to give us a head start on the transition of data, Jenny spent countless long hours ensuring all beneficiary data, requests, payments and activities were entered accurately to facilitate data harvesting. This was a herculean effort and the immense value of her commitment, attention to detail and perseverance cannot be understated.

Blackbaud Grantmaking also played a pivotal role in our newly envisioned Request for Proposal *Community Partner Grant* offering. After a great deal of research, we launched an online application form. This, coupled with extensive marketing, press releases, information sessions and direct appeals resulted in an impressive array of proposals for the grants committee to consider.

Throughout the RFP process, the administration, presentation and communications with prospective grantees was handled by the office. This is just one example of the office working hard to ensure the appropriate information, systems and processes are in place to support the board and committees' important work. We are also proud of our commitment to the administrative and operational role we play in helping to realize the decisions, requests and wishes of the committees and board are brought to fruition. These include fine-tuning or creating new supporting documents (request applications, request summary, COVID protocols, handbooks, visiting packet, Bylaws, monthly reporting, requests for proposals, grant agreements, resource book, etc.), generating relevant data to accurately track ARAW's impact and dreaming up additional opportunities for beneficiaries and board members to connect like holiday meal deliveries.

Much work was done with community partners – existing and potential – this year. Through dedicated quarterly meetings and monthly communications, we clearly stated expectations, provided insight, offered support, insured transparency and aspired to *inspire* a team approach. At the same time, we continued to evaluate the rate of return on our investment in these community partners through monthly and quarterly reporting. We provided extensive and ongoing support to underperforming and non-compliant community partners. Individualized performance improvement plans were developed to get three community partners back on track. Unfortunately, in the end, we had to part ways with two community partners – New Bedford Council on Aging and Immigrants' Assistance Center – who were unable to resolve their performance issues and were simply not fulfilling the terms and conditions of the grant agreement.

We still had a responsibility to the over 40 beneficiaries with whom these organizations worked. Out of sheer necessity, the management of these women's need was absorbed by Sharon in the ARAW office. However, we fully recognized that, with her existing beneficiary census, this was far too much for one person. And, in doing so, it would only serve to further dilute the time Sharon was able to devote to the varied roles of her multi-faceted position. Thus, FY21 brought a

plan to introduce a part-time beneficiary advocate. This was not a decision or step we took lightly. We were buoyed by the successful integration of Sharon to the ARAW Advocate & Beneficiary Advocate position in FY21. We recognized our greatest need was someone who truly understood the ARAW's mission and could hit the ground running. This new position will deepen our firsthand knowledge of the work involved with beneficiary relations. Hence, affording us the opportunity to further expound on best practice development. We were happy to offer this position to Patricia Midurski who will begin on April 1, 2021.

This has been a year like no other. All of us – staff, board, community partners, beneficiaries – have had to adapt to an ever-changing landscape. It has been a “learn as we go” experience and, luckily, everyone has approached it with an unwavering positive manner – no matter how hairy it got. As I look back on the year that was, I am struck by everyone's innate ability to adjust as the situation changes and aptly juggle the many tasks and challenges at hand.

We cannot reflect upon FY21 without a special shout out to ZOOM and technology. I am not sure how we would have gotten through this year without ZOOM and the technology which gave us an ability to connect with one another and work from the comfort and safety of our homes.

I conclude with a heartfelt and personal thank you to the ARAW Board and staff – you impress and inspire me each and every day. The generosity and trust that you have placed in me is deeply appreciated. I am honored to work with you and play a part in the important mission of the ARAW. I look forward to our continued work together as we move ever forward.

Respectfully submitted,

Clare Healy Foley

Clare Healy Foley, ARAW Executive Director



FY21 in Review

Total Direct Support by Dollar

Nearly \$360,000 | 58% in Ongoing support | 42% in Gifts

268 Beneficiaries Received Support in FY21

153 Ongoing Support | 63 Gifts | 55 FLO Participants

58 New Support

16 Ongoing Support | 33 Gifts (10 EDDF) | 9 FLO (13 to FLO from ARAW)

39 Inactive in FY21

18 Deaths

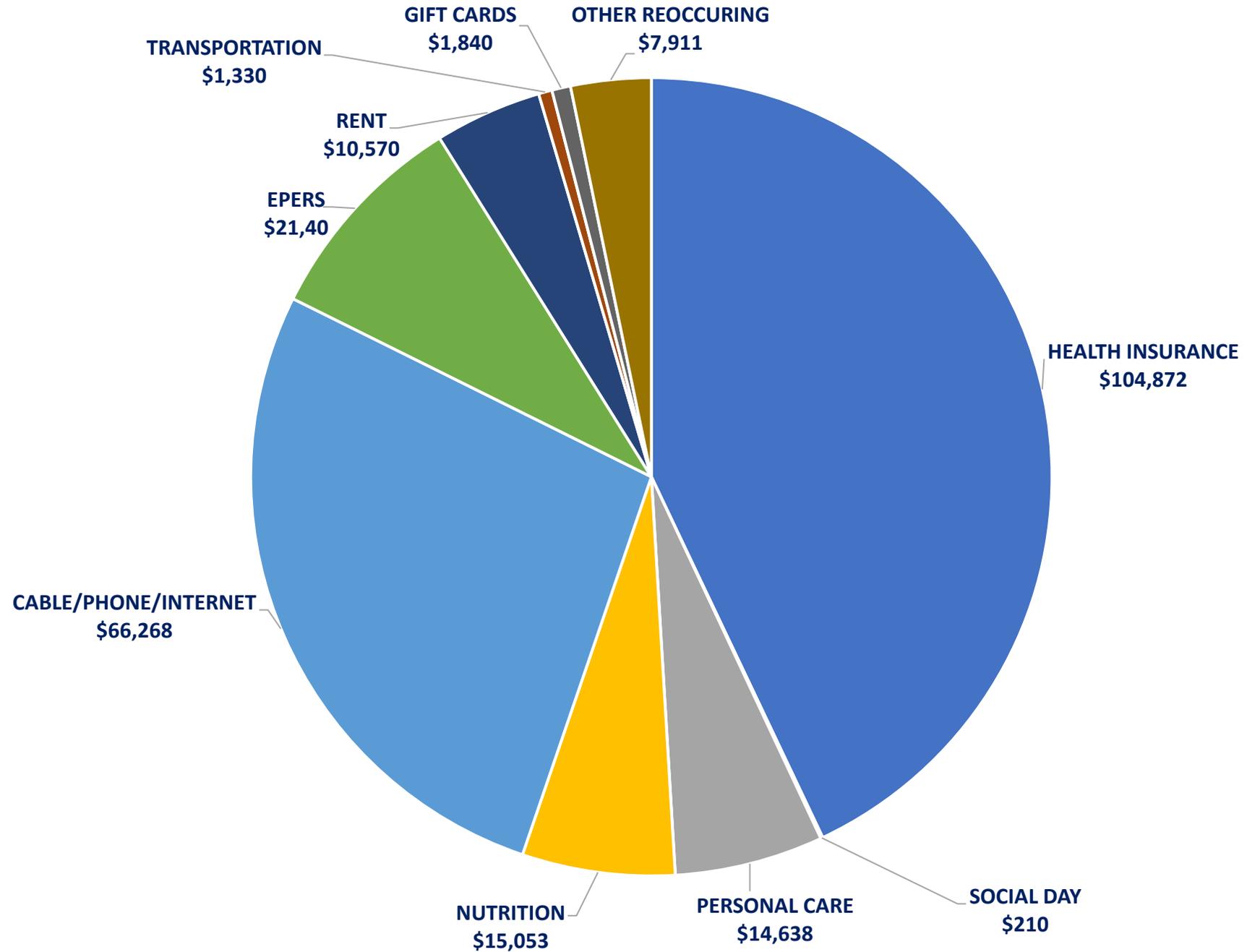
131 Requests

45 Ongoing | 78 Gifts | 118 Approvals

not alms alone, but a friend | women helping women

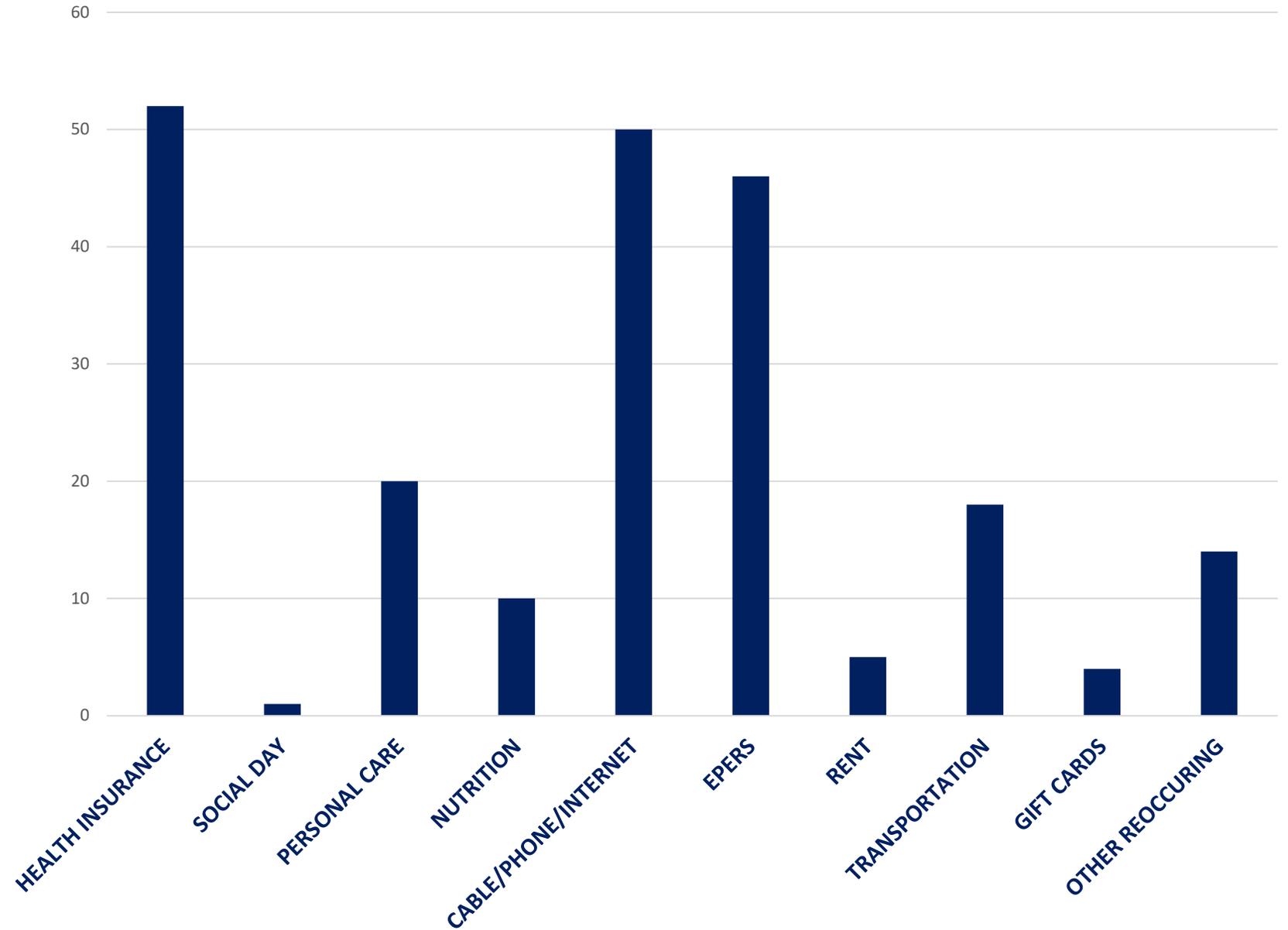


**FY21 Direct Support
ONGOING
\$244,094**



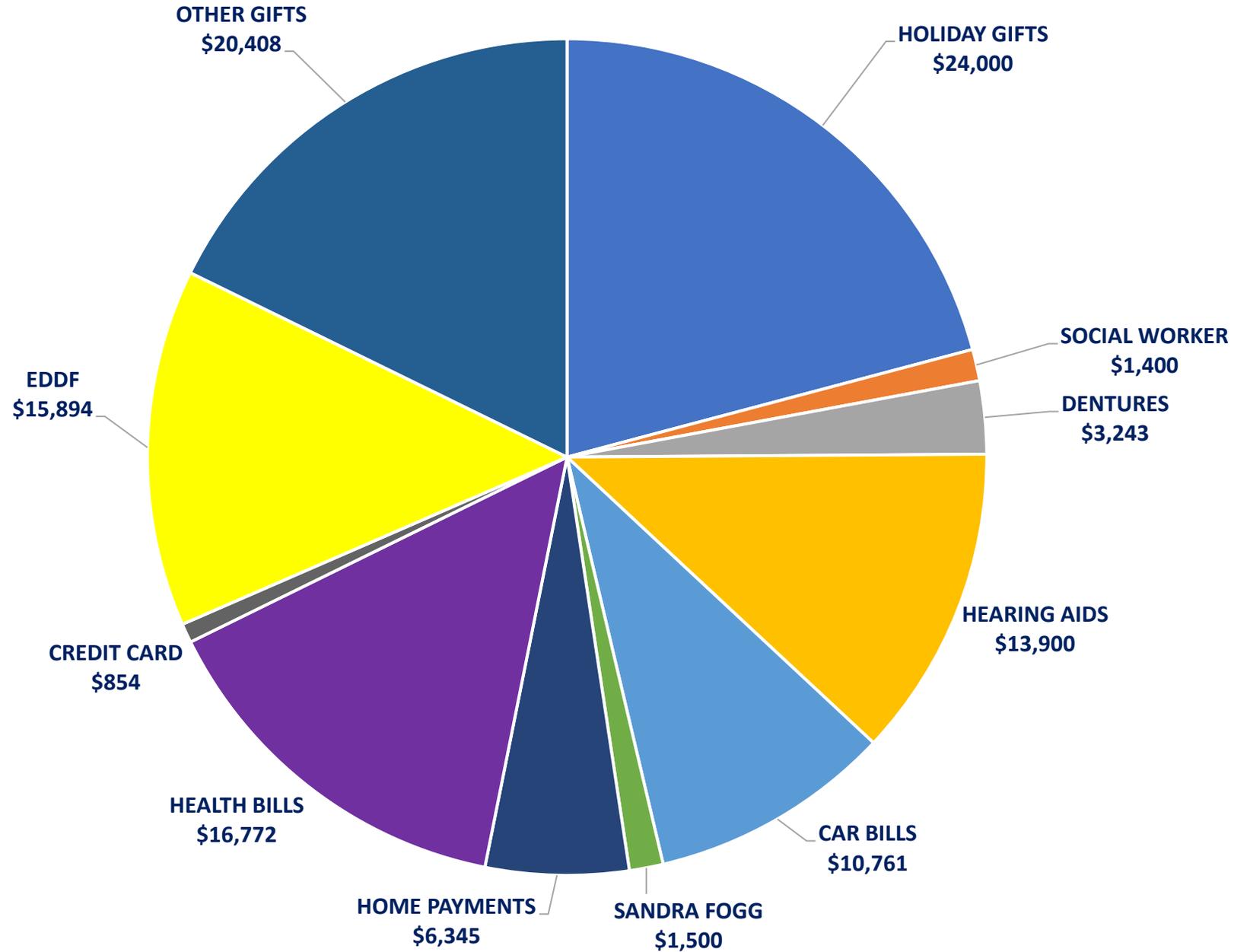


**FY21 Direct Support
ONGOING
220 Occurrences**



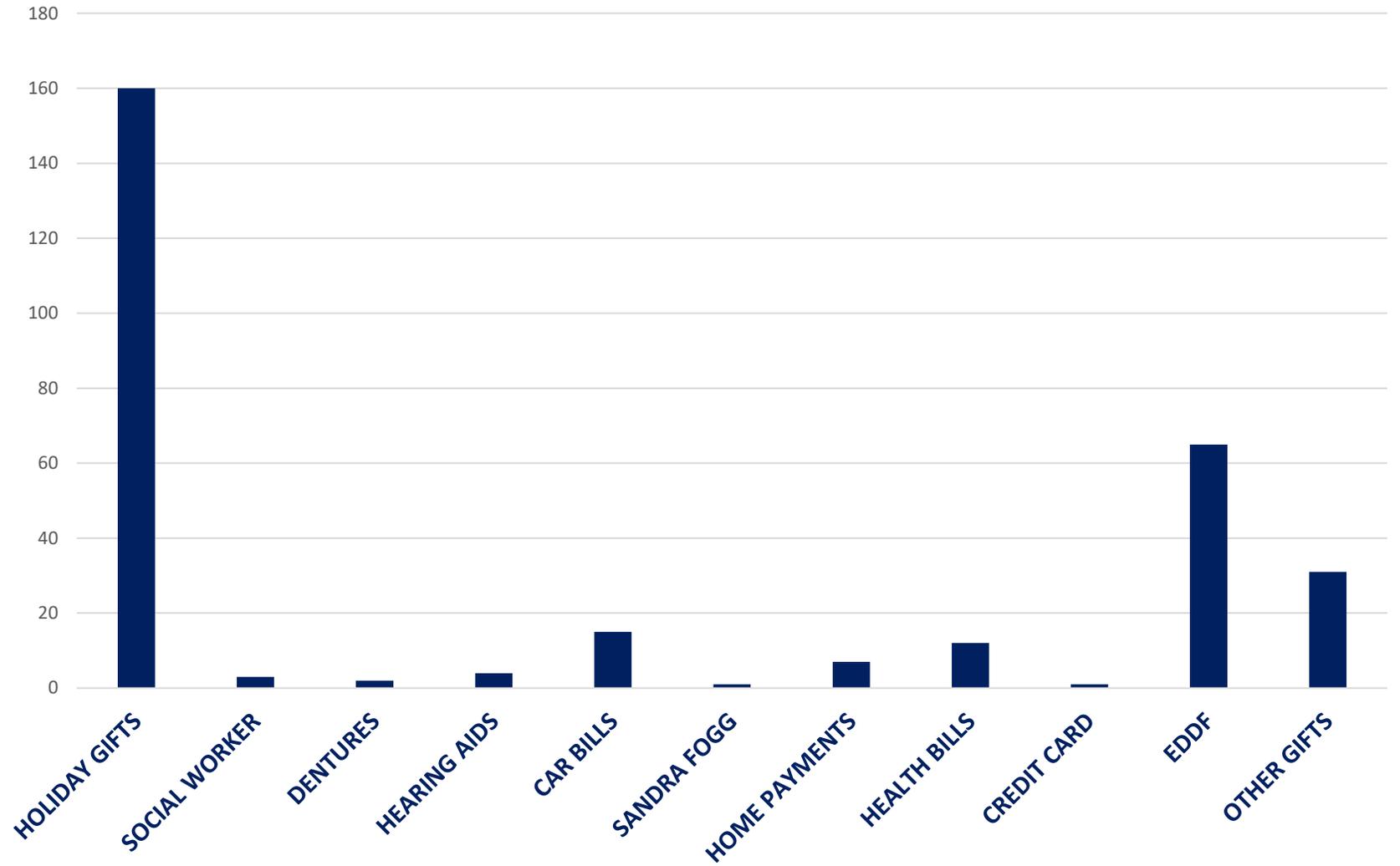


**FY21 Direct Support
GIFTS
\$115,077**



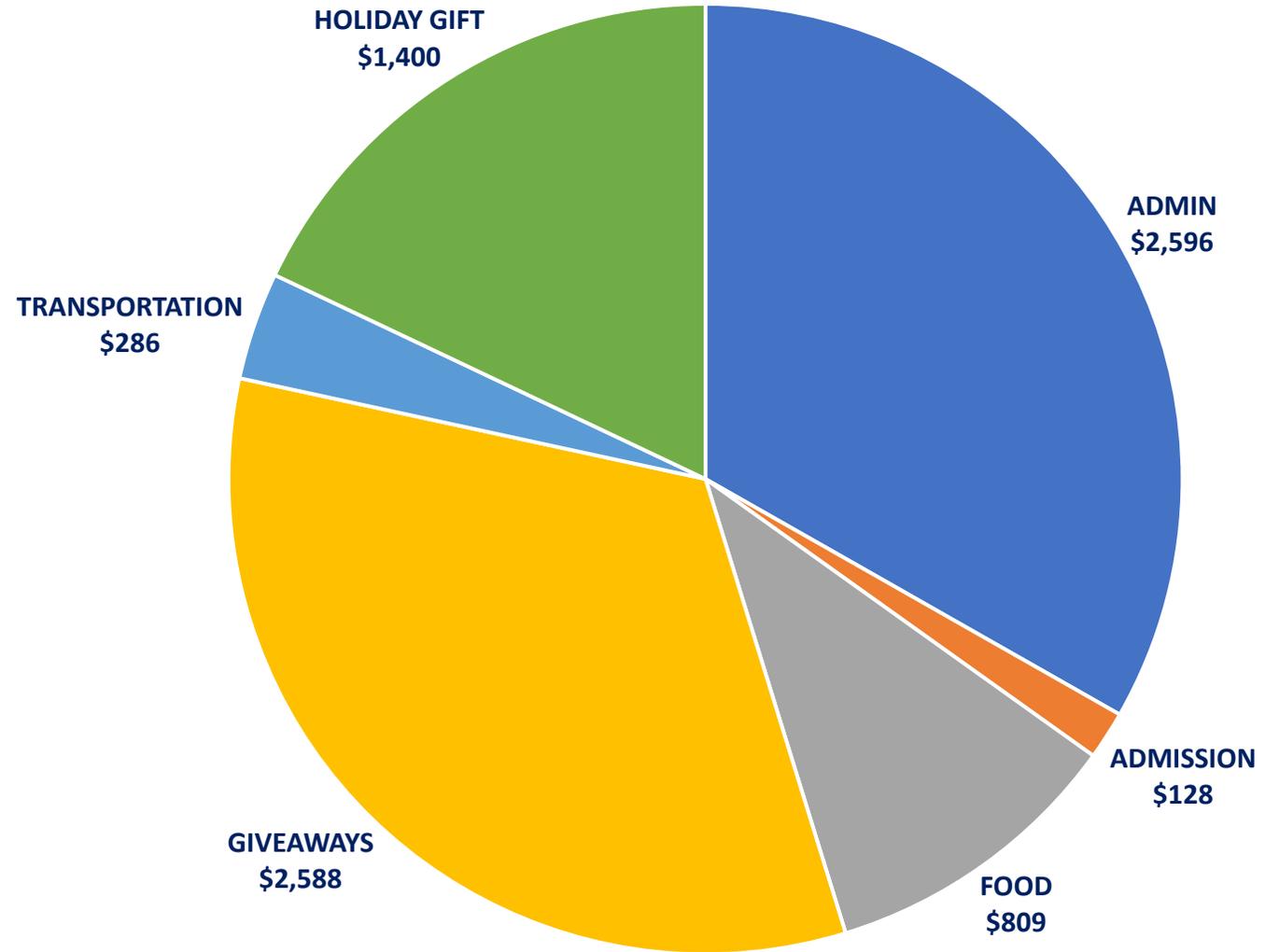


FY21 Direct Support GIFTS 301 Occurrences





**FY21 Direct Support
FLO PROGRAM
\$7,806**





**FY21 Direct Support
FLO PROGRAM
433 Participants**

