



**ASSOCIATION FOR THE RELIEF OF AGED WOMEN**  
**155<sup>th</sup> Annual Meeting | April 28, 2022**  
**Wamsutta Club & ZOOM Option Meeting**

***Annual Meeting packet contents:***

*Minutes from 2021 Annual Meeting; Preliminary FY22 Financial Report;  
FY23 Slate of Officers, Committee Chairs & Committee Members; Committee Annual Reports;  
Strategic Plan Update; FY22 In Review Slides*

- 🌐 Call to Order by President – Rosemary Saber
- 🌐 Roll Call by Office Administrator – Jenny Costa
- 🌐 Welcome to Board Members, Past Board Members, Staff and Community Partners – Rosemary Saber
- 🌐 Recommendation of the Vice President in place of the Clerk – Jane Stankiewicz
- ✓ **VOTE - Recommendation to approve minutes of 154<sup>th</sup> Annual Meeting on April 29, 2021**
- 🌐 Moment of silence for beneficiaries lost since last annual meeting – names to be read by Beneficiary Chair Diane Laflamme
- 🌐 Recommendation of the Treasurer – Mary Ellis
- ✓ **VOTE - Recommendation to approve preliminary FY22 year-end financial report**
- 🌐 President’s remarks on FY22 and tenure – Rosemary Saber
- 🌐 Recommendation of the Governance Committee – Chair Debbie Brooke
- ✓ **VOTE - Recommendation to approve Slate of Officers, Committee Chairs and Committee Members for April 2022 through April 2023**
- 🌐 Remarks of Appreciation – Jane Stankiewicz
- 🌐 Committee Chairs’ remarks: Beneficiary; Executive Director; Finance; Governance; Grants; Legacy; Personnel; Visiting
- 🌐 FY23 Community Partners’ remarks: Coastal Neighbors Network; New Bedford Art Museum (NBAM/ArtWorks!); New Bedford Fishing Heritage Center; New Bedford Police Department; New Bedford Symphony Orchestra; South Coast LGBTQ+ Network; South Coastal Counties Legal Services; YWCA Southeastern Massachusetts; Zeiterion Performing Arts Center  
*(Additional partners unable to attend: AHA! (Arts, History, Architecture); Cape Verdean Association of New Bedford; Dartmouth Council on Aging; Westport Council on Aging)*
- 🌐 Adjournment with reception to follow

*“not alms alone, but a friend”*

**Association for the Relief of Aged Women**  
**Minutes of the 154<sup>th</sup> Annual Meeting – April 29, 2021**

President Rosemary Saber called the meeting to order at 9:33 AM.

**History of ARAW Gavel:** President Rosemary Saber gave a brief history of the ARAW gavel. She shared the gavel was made in 1928 from an old birch tree on the James Arnold estate by Mr. and Mrs. Charles Price. Molly Little added a ribbon during her tenure as president.

**Members in Attendance (Via Zoom):** Beaton, Beaulieu, Brooke, deSa, Doyle, Ellis, LaFlamme, Mayall, McKnight, O'Connell, Saber, Stankiewicz.

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

**Members Absent:** Bachman, Melo, Natho.

**Introduction of New Staff:** Executive Director Clare Healy Foley introduced Patricia Midurski as the ARAW Beneficiary Advocate. Patricia joined the ARAW office on April 1<sup>st</sup> though she is not new to the ARAW mission. She is a force of nature in the community currently working at the ARAW and the Acushnet Council on Aging. She is also an RN and certified dementia practitioner. She lives in Acushnet with her husband and two daughters where she owns and runs a farm. Clare shared how happy we are to have Patricia on board as an invaluable addition to our office staff.

**Introduction of New Board Members:** Governance Chair Debbie Brooke introduced Cathy Mayall as a new member to the ARAW Board. Cathy started in September 2020 and has jumped right in, particularly with the Finance and Personnel Committees.

**Report of the Clerk:** The minutes of the 153<sup>rd</sup> Annual Meeting, June 11, 2020 were approved as written. SO VOTED.

**Moment of Silence:** Beneficiary Chair Diane Laflamme read the names of beneficiaries who we lost during FY21, followed by a moment of silence: 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 and Thelma Wheelock.

**History of the Association:** Outreach Chair Roseanne O’Connell read a brief history of ARAW written by Florence Davenport in 2008 which included an address from Rachel Howland on the occasion of the ARAW’s 10<sup>th</sup> anniversary.

**Recommendation of the Treasurer:** A motion was made to approve the preliminary FY21 year-end financial report. SO VOTED

**2021 Sandra Fogg Beneficiary Fund Recipient Announcement:** Beneficiary Chair Diane Laflamme announced this year’s recipients will be Susanne Auger and Diane Auger. Susanne and Diane are twin sisters who live together and pool resources to make ends meet. They are proud and not ones to ask for help but are very appreciative of everything the ARAW has provided to them. The \$1,500 award will go towards a new oil tank recently installed.

**Recommendation of the Governance Committee:** Governance Chair Debbie Brooke presented the FY22 Slate of Officers, Committee Chairs and Committee Members.

A motion to accept the Slate of Officers, Committee Chairs and Committee Members for FY22 was made. SO VOTED

**President’s Remarks:** President Rosemary Saber reported:

1. Thank you to all – Everyone had a role this year and stepped up to the plate
2. It has been a great year
  - a. Lots of committee work done supported by the staff
  - b. Tireless hours spent implementing new Blackbaud database
  - c. Investments have done well
  - d. Special thanks to Jeannette and Jo-Ann for aiding in a smooth transition of leadership and to Cathy Mayall and Angela Natho for hitting the ground running as new members

**Report of Beneficiary Committee:** Chair Diane Laflamme reported:

1. Committee and Task Force both active this year
  - a. Committee approved nearly \$360,000 to 271 beneficiaries (58 new)
    - i. Thanks to diligence of staff and outreach workers
    - ii. Logistics of requests and updates have improved over last year
  - b. Task Force sought to refine process for support
    - i. Forced to look at own values and biases
    - ii. Looked at the who, what and how
    - iii. Worked to understand limitations of ARAW’s role
    - iv. Struggled with independence vs. safety
2. Goals for FY22
  - a. Identify more beneficiaries through outreach and programs
  - b. Increase number of beneficiaries and support

- c. Increase tech support to beneficiaries

**Report of Executive Director:** Executive Director Clare Healy Foley reported:

1. FY21 Achievements
  - a. Welcomed Sharon O'Malley and introduced FLO program – successful new in house model
  - b. Adapted to COVID restrictions – protocols and communication
  - c. Blackbaud transition and learning
  - d. Community Partner relations – Compliance w/existing, RFP process to establish new
  - e. Supported the vision of the board through committee work
2. FY22 Goals
  - a. Form a productive working relationship with Pat Midurski – allowing Sharon to do her full job and meet the needs of the in house census
  - b. Effectively work with FY22 community partners to ensure goals are met and intentions are realized to their full potential – integration and introduction of programs to existing and potential beneficiaries
  - c. Establish referral sites to broaden our philanthropic reach in a balance and practical way which is in relation to our capacity – respective of financial and human resource concern
  - d. Continue to work with the committees and board to achieve their goals
3. Thank Yous
  - a. Community Partners – NBCOA and IAC (Up until Nov 2020), ACOA, DCOA, FCOA and WCOA – Incredible commitment, compassion and dedication
  - b. Staff: Jenny, Sharon and now welcoming Pat – having right people in right position is key to success

**Report of Finance Committee:** Chair Mary Ellis reported:

1. Thanks to committee – group of rockstars, especially Jeannette for her guidance during transition and Cathy for hitting the ground running
2. Formed Investment Advisory Committee as part of strategic plan
  - a. Through board suggestions, 4 professional, engaged advisors were identified
  - b. Group has worked well with Bank of America
  - c. Investment Policy Statement drafted – going to board in May
  - d. Gave confidence to approach Bank of America to reduce fees – BOA agreed to a 20% fee reduction
3. Assessed need for new office space
  - a. Cathy gathered information
  - b. Ultimately put on hold for the moment
4. Identified a need for a Spending Policy
5. FY22 Goals
  - a. Develop a Spending Policy with guidance of IAC and BOA

- b. Develop a 3-5 year Financial Plan

**Report of Governance Committee:** Chair Debbie Brooke reported:

1. Began work on by-laws, thanks to Gale for chairing sub-committee
2. Updated documents – responsibilities, job descriptions, succession plan, etc.
3. Created Board Member Handbook
  - a. Available to board members now
  - b. Contains forms to be completed and returned to ARAW office
4. Updated Strategic Plan (In packet)
  - a. Accomplished task in green
  - b. In progress tasks in yellow
  - c. Future target date tasks in red
  - d. Additional success indicators added
  - e. Strikeouts – advised by committee as not appropriate or necessary
5. FY22 Goals
  - a. Increase board education
  - b. Look at board membership/recruitment
6. Thank you to committee for hard work

**Report of Grants Committee:** Chair Jane Stankiewicz reported:

1. Thank you to committee for commitment and time spent
  - a. Thanks to Clare for leadership
2. Third year of improving grants process
3. RFP developed and implemented
  - a. Received many proposals
  - b. Met with every potential grantee over Zoom
  - c. Awarded over \$275,000 to 11 agencies, 7 of which were new
4. Ended partnership with New Bedford COA and Immigrants' Assistance Center for FY21 due to non-compliance
5. FY22 Goals
  - a. Assess FY22 RFP process
  - b. Determine funding priorities for FY23
  - c. Develop FY23 RFP
  - d. Monitor and evaluate FY22 Community Partners

**Report of Outreach Committee:** Chair Roseanne O'Connell reported:

1. Committee first formed to make ARAW known to the public
2. Thanks to Olivia for time as chair – offered a lot of knowledge to committee
3. FY22 Goals
  - a. Legacy Committee – renaming for committee, relook at tasks and goals.
  - b. Preserve the past, honor the present, look to the future

**Report of Personnel Committee:** Chair Pamela McKnight reported:

1. With expansion of staff – time for policies to be in place
  - a. Started with most pressing – Workplace Safety and Work from Home Policy
  - b. Benefits and Paid Time Off – used other organizations as benchmark
  - c. Workplace Policies – dress code, etc.
  - d. Policy Handbook developed and reviewed by legal
2. Started as Ad-Hoc Committee – became standing committee in January
  - a. Will review policies and benefits annually
  - b. Will resolve any employee grievances
3. FY22 Goals
  - a. Policy Handbook to be brought to board for approval
  - b. Continue to review benefits – health insurance, etc.
  - c. Professional Development
  - d. Create process for Executive Director compensation and review
4. Thank you to committee – not just knowledge but also wisdom

**Report of Visiting Committee:** Office Administrator Jenny Costa reported:

1. Thanks to committee – Shannon’s words from annual report
2. FY21 focused on refining the visiting program
  - a. COVID provided a unique opportunity to enhance our friendships with beneficiaries
    - i. Developed and implemented new process for visiting through phone calls
      1. Created packets with guidance of committee
      2. Deepened relationship – each board member kept same list of beneficiaries
    - ii. Refined board meeting reporting to keep connection to beneficiaries
    - iii. Developed and implemented training program for new board members
3. FY22 Goals
  - a. Absorb birthday card program and revisit criteria
  - b. Evaluate visiting process after one year (July 2021)
  - c. Determine ongoing visiting process – continue on phone, go back to in person, hybrid

**Introductions:** Brief introductions were given by all those present.

There being no further business, the Annual Meeting adjourned at 11:13 am.

Recorded by,

Approved by,

Jenny Costa, Office Administrator

Gale Beaton, Clerk

# IN MEMORIAM

April 2021 – March 2022

Dorothy Alfonso

Maria Cabral

Laurinda Cardoza

Dorothy Carriero

Sally Chace

Shirley Charbonneau

Peggy Costa

Joanne Duchesneau

Kathleen Foster

Lillian Freitas

Irene Harnois

Laura Herr

Edna Hopkins\*

Rosie Johnson

Elizabeth Jones

Bessie Leonardo

Constance Mayer

Jeanne Quintin\*

Lorraine Rioux

Aurora Rollins

Jeanne Souza

Ruth Swanbeck

Joyce Taylor

Kathleen Vincent

Lolita York



## ASSOCIATION FOR THE RELIEF OF AGED WOMEN

## Profit &amp; Loss

April 2021 through March 2022

04/26/22

Accrual Basis

	Apr '21 - Mar 22
<b>Income</b>	
CONTRIBUTION - IN KIND	175.69
CONTRIBUTION	1,120.00
CURRENT UNREALIZED GAIN/LOSS	-25,488.11
DUES	15.00
<b>INVESTMENT INCOME</b>	
DIVIDEND	616,701.44
INTEREST	1,893.65
LT CAP GAIN	231,504.38
INVESTMENT INCOME - Other	0.00
<b>Total INVESTMENT INCOME</b>	<b>850,099.47</b>
<b>SALE OF INVESTMENTS</b>	
LOSS ON REV SPLIT	-669,768.47 *
COST - INVESTMENTS SOLD	-2,234,866.99
PROCEEDS - INVESTMENTS SOLD	3,405,524.09
<b>Total SALE OF INVESTMENTS</b>	<b>500,888.63</b>
<b>Total Income</b>	<b>1,326,810.68</b>
<b>Gross Profit</b>	<b>1,326,810.68</b>
<b>Expense</b>	
<b>03.1 DIRECT SUPPORT</b>	
REOCCURING	243,594.74
GIFTS	186,719.55
<b>Total 03.1 DIRECT SUPPORT</b>	<b>430,314.29</b>
<b>05 GRANTS</b>	<b>88,767.72</b>
<b>08 ADMINISTRATION</b>	<b>40,669.37</b>
<b>08.1 PROFESSIONAL DEVELOPMENT</b>	<b>370.00</b>
<b>09 ACCOUNTING</b>	<b>21,096.25</b>
<b>10 STAFFING COSTS</b>	<b>308,862.79</b>
<b>11 RENT</b>	<b>14,520.00</b>
<b>12 UTILITIES</b>	<b>6,165.94</b>
<b>14 US TRUST FEES</b>	<b>89,404.04</b>
<b>15 FEDERAL TAXES</b>	<b>37,218.00 **</b>
<b>17 OUTREACH/COMM ENGAGE</b>	<b>2,305.55</b>
<b>18 LEGAL FEES/PROFESSIONAL</b>	<b>4,250.00</b>
<b>21 FLO PROGRAM</b>	<b>14,716.13</b>
<b>Total Expense</b>	<b>1,058,660.08</b>
<b>Net Income</b>	<b>268,150.60</b>

\* BOA Reverse stock split discrepancy - BOA working on resolution

\*\* TAX figure will change with discrepancy resolution



Association for the Relief of Aged Women  
Report of the President | Annual Meeting | April 28, 2022

ARAW has existed for 155 years. For the first 135 years the mission of the Association was carried out by volunteers alone. The numbers of women helped were few but everything provided to them was handled by the Board members, all volunteers. Most of the women being helped were referred to the Association from local churches. It is important to remember that ARAW was founded by a Quaker, Rachael Howland.

Just about twenty years ago the first Executive Director was hired and a permanent office was established. The Board members still played a very active role, but things were changing. More outreach was done beyond just local churches but to the Councils on Aging. The numbers of beneficiaries, ladies being served, was growing.

Three years ago, on the heels of what was to be another major shift in the way the Association was to operate, the Board hired our current Executive Director, Clare Healy Foley. The vision of the Board for greater presence in the communities we serve was realized by Clare's outstanding organizational skills, and the staff she hired, Jenny Costa, Office Administrator and Beneficiary Advocates Patricia Midurski and Sharon O'Malley. Sharon had been with the Association but was to assume a greater role.

I became President of ARAW in February 2020 following Susan Rothchild who had been instrumental in the transfer of leadership from Cheryl Randall, our first executive, to Clare. In March 2020 Covid 19 became an integral part of our world. The skill of our Executive and her staff made it possible for us not to miss a beat. Our meetings were turned to Zoom as well as the operation of the office and the outreach to our beneficiaries. Zoom and telephone connections carried us through the nearly two years of restricted and reduced personal contact. With that said, the past two years have proven to be tremendously productive.

ARAW is a committee driven and committee centered organization, you will hear the reports from the Chairs of all of our Committees. I want to add, however, an emphasis on the several hundred hours of committee and board meetings held. The Board members of ARAW are all volunteers with tremendous commitment to the organization and its operation to the women it serves. In addition to the time, study and decision making involved in all of the meetings, all of our Board members assume a relationship with ten or so ladies with whom they keep telephone contact. "Not alms alone but a friend"

In the past twenty-four months, the Association has made great strides in formalizing policies and establishing supporting procedures. Work on established goals has been ongoing and new initiatives have been put in place. Much of this important work was formalized during the strategic planning session in 2020 and the progress made toward these goals has been significant. To keep the momentum and focus fresh, the Board decided that in August/September of 2021 it was time for a Retreat for us to look at who we are, what we have been doing, how we have been doing it and what we need going forward. This was accomplished through two interactive sessions which were made possible by the extraordinary data Jenny was able to provide and facilitated by Clare. The Board's commitment, engagement and enthusiasm during both sessions resulted in robust, valuable discussions and subsequent action plans.

Now we're here with you our new partners, some a year in and some brand new. The Board's desire to broaden our reach was realized by the thorough R.F.P. process put together by Clare and her staff and responded to by all of you. The Board is anxious to see the relevance to the lives of our beneficiaries as we go forward with you and the programs you have created- reaching new women with enhanced life experiences and giving ARAW the opportunity to be of assistance to women we've not met before. We look forward to this partnership and wish you success.

Rosemary Medeiros Saber  
President 2020-2022



## The Association for the Relief of Aged Women of New Bedford FY23 Officers and Committees

**President** | Jane Stankiewicz  
**Vice President** | Diane Laflamme

**Treasurer** | Mary Ellis  
**Clerk** | Gale Beaton

### **BENEFICARY COMMITTEE | PAM MCKNIGHT, CHAIR**

Gale Beaton  
Deborah Brooke  
Gloria deSa  
Mary Ellis

Cathy Mayall  
Roseanne O'Connell  
\* Jane Stankiewicz

### **FINANCE COMMITTEE | MARY ELLIS, CHAIR**

Shannon Bachman  
Jeannette Doyle  
Diane LaFlamme

Cathy Mayall  
Roseanne O'Connell  
\* Jane Stankiewicz

### **GOVERNANCE COMMITTEE | DEBORAH BROOKE, CHAIR**

Shannon Bachman  
Gale Beaton  
Jo-Ann Beaulieu  
Jeannette Doyle

Mary Ellis  
Diane Laflamme  
Pam McKnight  
\* Jane Stankiewicz

### **GRANTS COMMITTEE | ROSEMARY SABER, CHAIR**

Jo-Ann Beaulieu  
Mary Ellis

Pam McKnight  
\* Jane Stankiewicz

### **LEGACY COMMITTEE | DIANE LAFLAMME, CHAIR**

Shannon Bachman  
Jo-Ann Beaulieu  
Deborah Brooke

Roseanne O'Connell  
\* Jane Stankiewicz

### **PERSONNEL COMMITTEE | ANGELA NATHO, CHAIR**

Cathy Mayall  
Pam McKnight

Rosemary Saber  
\* Jane Stankiewicz

### **VISITING COMMITTEE | JEANNETTE DOYLE, CHAIR**

Shannon Bachman  
Gloria deSa  
Cathy Mayall

Angela Natho  
\* Jane Stankiewicz



**ARAW FY22  
Committee  
Reports**

**Beneficiary | Diane Laflamme, Chair**

**Executive Director | Clare Healy Foley**

**Finance | Mary Ellis, Treasurer**

**Governance | Deborah Brooke, Chair**

**Grants | Jane Stankiewicz, Chair**

**Legacy | Roseanne O'Connell, Chair**

**Personnel | Pamela McKnight, Chair**

**Visiting | Shannon Bachman, Chair**



## ARAW BENEFICIARY COMMITTEE | FY22 ANNUAL REPORT

MEMBERS OF BENEFICIARY COMMITTEE: Gale Beaton, Jo-Ann Beaulieu, Debbie Brooke, Gloria deSa, Mary Ellis, Cathy Mayall, Pam McKnight, Roseanne O'Connell, Rosemary Saber, and Chair, Diane Laflamme

The committee met monthly from March 2021 to March 2022 via zoom. We received requests for both ongoing and 1X gifts. We also reviewed our support for our current ladies during their anniversary month and made adjustments if we deemed it necessary. (The attached spreadsheet provides the up-to-date details of our support.) The requests reflected the increased isolation that our ladies experienced due to covid, more requests for support from younger women and referrals from diverse community groups.

MEMBERS OF BENEFICIARY TASK FORCE COMMITTEE: Gale Beaton, JoAnn Beaulieu, Debbie Brooke, Pam McKnight, Roseanne O'Connell, Rosemary Saber, Cathy Mayall, Diane Laflamme, Chair

The task force was begun in the fall of 2019 to "refine the process of providing direct support to our beneficiaries." We had several meetings during FY19-20 and FY20-21 and these discussions helped us in our decision-making. This year we met only once on Jan. 5 to discuss technological support, the use of shared but undocumented information, living alone exceptions, and requests for reimbursement for purchases made by third parties.

Requests for technological equipment and support continue to increase. We had previously decided to fund only pre-purchase requests. This winter a request came in for a state of the art smart phone costing \$900. While we support the use of smart phones, this purchase seemed excessive for the needs of this lady. We talked with the outreach worker, reviewed our history of phone purchases and did some research. While we did not want to set a price limit on these ever-changing items, we agreed to consider requests of up to \$400 with service costs up to \$75 per month.

At this same meeting, members discussed the difference between what the Beneficiary Advocates know and specify on the request forms and the insights into the situation which they may share with Clare and which she shares with us. Though the verbal information may give us a broader picture of the lady, does it cloud the financial picture? Does it help us to make better decisions? The committee agreed that the information was helpful. Clare suggested that the members of the committee speak up if they think that something is being presented that is unnecessary and could be prejudicial to the decision.

In a related topic, we discussed our living alone exceptions and questioned how much information we needed about the "live-in". Clare drafted a template to gather information on the live-in as part of the application process rather than having to ask questions afterwards.

Regarding requests for reimbursement of purchases made by 3rd parties for our ladies, we decided that we would ask our BA to question the immediacy of the need. Since it is not a frequent occurrence, it can be dealt with on an individual basis.

Since we have become more public, the referrals have grown and some are more complex. The work of the task force is vital because it gives us the opportunity to explore and clarify issues that we don't have time to discuss in regular meetings. It has facilitated the work of the beneficiary committee and helped us to meet

our goals for consistency and efficiency. It is important that this committee continue to meet on an as-needed basis.

Support for our ladies is the heart of our mission and the dedication of both committees and the guidance and support of Clare and her staff have enabled us to address the needs of our women and to enable them to “live well and with dignity.”

I want to thank all the committee members and the staff for your hard work this year.

**GOALS FOR FY22-23**

- To continue to identify and fund the unmet needs of qualified women in our area.
- To continue to review our parameters and priorities
- To strive for consistency in beneficiary decision-making while honoring individual needs.
- To continue the work of the task force committee as needed.

Respectfully submitted,

Diane Laflamme, Chair



## ARAW EXECUTIVE DIRECTOR | FY22 REPORT

The ARAW's mission of *furnishing financial assistance, providing friendship and promoting the welfare and relief of elderly women in our community* continues to be not only relevant but important 155 years after the founding of the organization. Fortunately, over the past year, the extraordinary staff have worked tirelessly to make these mission driven efforts seem easy.

With a total of four employees during FY22, day to day work by the office generally fell into four distinct areas: administrative operations, direct beneficiary relations, community partner relations or board/committee support. This year's accomplishments include a clear increase in referrals, the further realization of the in-house Beneficiary Advocate role, recognition of our unique role as a private foundation in the community, an expansion of our *Friendship Lunches & Outings* (FLO) socialization program, the introduction of new community partners, full utilization of our data management/bookkeeping systems and operations-based functions to complement the Board's visionary-based work.

FY22 was another year heavily influenced by COVID-19 and, with that, a continuation of the uncertain times we experienced in FY21. Some of the challenges we faced are universal byproducts of COVID-19 related restrictions. Other challenges were time consuming issues linked to growing pains of new models, approaches and relationships. While the final category can be attributed to those unforeseen curve balls life throws at you. All challenges were met head on with thoughtful, strategic accountability resulting in a great deal of on-the-job learning and ultimately the development of best practices.

We had the pleasure of working with 333 women over the past year. 224 of these women were ultimately assigned to and followed by the ARAW office. With little to no intentional outreach efforts beyond community engagement during the regular course of business, we received 101 referrals from 35 *unique non-partner* entities (30 ineligible; 46 requests approved; 2 denied, 15 withdrawn; 8 still pending). We ultimately welcomed a total of 81 new women to ARAW – 26 of whom were provided ongoing support, 45 who were provided gifts and 10 who joined our *Friendship Lunches & Outings* (FLO) socialization program. Sadly, over the last year we also said goodbye to 58 of our ARAW friends, 25 of whom passed away.

In the past ARAW relied on grant funded positions in the community, primarily at the local Councils on Aging (COAs) to screen applicants, conduct due diligence of request submissions, facilitate fulfillment of ARAW support when awarded and ensure continuing connection to ARAW through thoughtful stewardship. Over the years, the COAs have grown their offerings, responsibilities and duties while we simultaneously worked diligently towards our strategic goal of *broadening our reach and deepening our support*. As a result, the expectations associated with the ARAW grant funded community-based representatives became deprioritized. This led us to a pilot in-house Beneficiary Advocate position who could not only wholly devote herself to ARAW beneficiary needs but who would also have a direct line of communication and a seat at the ARAW table.

Building on the proven success of the in-house model, as demonstrated by our ARAW Liaison and Beneficiary Advocate Sharon O'Malley in FY21, we welcomed Patricia Midurski as a second in-house Beneficiary Advocate at the start of FY22. She began as part time staff, first at 20 hours a week in April, then growing to 30 hours a week in June when Acushnet COA stepped away from their Community Partner Grant. In January, Patricia joined us as a full-time Beneficiary Advocate. Sharon and Patricia are two exceptional professionals with keen knowledge of community programs, resources and support available to the elderly population. Coupled with their compassionate, understanding, accessible natures, they have been a godsend.

Having Beneficiary Advocates in the office has been one of the highlights of FY22. It has helped us grow as an organization and given us a front row seat to this essential, yet once removed, aspect of our work and thus a better understanding and appreciation of all the steps, talent and patience it requires. I believe that it also gives our indispensable Beneficiary Advocates a better understanding and appreciation of what the board needs to make their award decisions. Most importantly, the beneficiaries are prioritized – being both seen and heard.

As we continue this transition to an in-house model and look to become the primary relationship manager for over 90% of ARAW's overall beneficiary census, we keep a keen eye on the delicate balance of capacity to take on new beneficiaries and the appropriate resources to attend to the needs of the existing beneficiaries. Recognizing the limitations of *who we are* and *what we can offer* is a vital component to striking this balance. The ARAW is a *private foundation* and not an entitlement program or an agency. When a need is beyond the scope of what a private foundation does and can provide, the ARAW Beneficiary Advocate will assess and refer any prospective beneficiaries or active beneficiaries to appropriate programs, resources or agencies which best meet their specific needs. This has helped us to target our work and increase capacity.

Due to COVID-19, the return to in-person visits for beneficiary advocates was slow and conservative. With a keen eye to the health and safety of all involved, the resumption of in-person visits ebbed and flowed with the risk assessments. Forced to rely solely on phone interactions for the better part of the year greatly impacted our ability to appropriately identify or fully assess a women's needs and situation, especially when they are previously unknown to us.

Through it all, our Beneficiary Advocates, Sharon and Patricia, relied on their ability to develop relationships, to garner trust and to utilize motivational interviewing techniques as successful substitutes for the in-person experience. In rare cases, even during the most treacherous times, our Beneficiary Advocates ventured into homes on *an as needed* basis. Thanks to the strict protocols we had proactively put into place, neither staff nor employee was ever put at risk.

In direct alignment with ARAW's value of *not alms alone but a friend*, the Friendship Lunches & Outings (FLO) socialization program has flourished over the past year in providing the ability to keep ARAW eligible women, including those eligible women who do not need financial support, connected to the ARAW. Sharon led this charge with continued innovation, compassion and to great success.

The *Going with the FLO* newsletter was sent to our entire ARAW family every month – over 250 women. So many of our ARAW friends would anxiously await its arrival – especially the goodies, opportunities and fun it delivered. From performance tickets, important information, gift cards, jokes, surveys, sundaes and plants – there was something for everyone. Over the course of the year, when safe to do so, we reintroduced the ever-popular lunches, outings and even breakfasts. Board members joined in on the fun serving as hostesses at meals or delivering soup, raffle items and puzzles to our ARAW friends. This provided a missed (and masked) opportunity to see one another in person.

The newsletter also served as a key means of communication to share Community Partner programs and opportunities with our ARAW family. The added benefit to the page turning contents, was that it prompted recipients to call the office. This provided an organic, self-initiated opportunity to chat and/or identify additional needs or action items which may have otherwise languished.

We worked with a total of eleven Community Partners in FY22, seven of whom were new *program* partners while the remaining four were veteran *outreach* partners. Much work was done with these partners – existing and new – this year. This was a year of exploration, learning and development. We very much valued the partnership component. From our perspective, we continued our commitment to clearly state expectations, provide insight, offer support, ensure transparency and aspire to *inspire* a team approach. Monthly (outreach) and quarterly (outreach and program) reporting allowed us to evaluate, in real-time, the rate of return on our investment as we tested the waters of this new grant approach.

In many cases, we recognized that COVID-19 restrictions heavily influenced the full and successful execution of well-intentioned plans. While we had several wildly popular programs, even those partners who may have wrestled with execution elements or program participation can still be deemed a wise investment. The most successful partners proved to be those who were willing to communicate, learn, reflect, evolve and sometimes completely pivot. We provided extensive and ongoing support when community partners struggled. Individualized performance improvement plans were developed to get some community partners back on track. Ultimately, our program partners helped us to learn a lot about our beneficiaries' interests and limitations while our outreach partners reinforced our commitment to the transition to an in-house model.

Intrinsic to all that goes on at the ARAW is Office Administrator Jenny Costa. She may not be seen on the frontlines but everything that is vital to the day-to-day operations at ARAW comes across her desk. From processing and recording all 2,000+ invoices at lightning speed, to managing what goes in and what comes out of the database, to creating scrupulously accurate minutes and files, to keeping us all on task her bookkeeping and organizational skills are second to none. Without her commitment to accuracy and accountability we would not have the ability to tell our story and, from there, evolve appropriately. She has created great check and balance systems for us all and has a firm understanding of what needs to get done when. She keeps on task even during the busiest of times and helps to keep her colleagues on task as well. Her can-do attitude, her unflappable approach and her calming presence coupled with her abilities, expertise and many talents are exactly what the ARAW needs to help it achieve our full potential. At a small organization such as this one is used to wearing many hats, Jenny's hat rack is overflowing.

ZOOM and technology continued to be a lifeline throughout much of this past year. Without this service we would not have the ability to connect with one another and accomplish the incredible amount of work we did together with the Board. We remain committed to the administrative and operational role we play in helping to ensure 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. It is with pride that we play our part in making the ARAW's Board's vision a reality.

Goodbyes are hard. It is with a heart full of gratitude and memories full of smiles that we wish Sharon O'Malley, Beneficiary Advocate extraordinaire, the happiest of retirements starting in April 2022. To know Sharon is to love her, to know how much she will be missed and to know how lucky we have been to have her on *Team ARAW*.

Sharon has been a valued member of our ARAW family long before we had the good fortune of seeing her in the ARAW office every day. During her tenure she has served as a tireless, compassionate, trusted and knowledgeable advocate for so many. Her commitment and dedication knows no bounds. She has also been ARAW's social director through the Women's Community Access Program and then *Friendship Lunches & Outings* (FLO) Program. During retirement, she will have an open invitation to any upcoming FLO lunch or event!

When someone makes an impact on your life because they care, when the dignity and respect which someone shows you has a lasting ripple effect, when someone's actions makes your world a better place – that is someone you wake every day thankful you have as a friend. That someone is Sharon. Sharon, you have made a difference in all of our lives. Thank you for sharing so many of your gifts with us.

Sharon will leave an indelible void, but the show must go on. In March we launched a part-time beneficiary advocate search and will welcome Leonora Robins in April. Leonora comes to us with a wealth of experience. She also speaks fluent Portuguese and has an intrinsic understanding of the culture - added value to be sure and a true bonus! We will continue to evaluate our beneficiary advocate needs throughout the coming fiscal year with the hope to bring on a full time or additional part time beneficiary advocate/s.

I conclude with a heartfelt and personal thank you to the ARAW Board and staff. It is a true blessing to have the right people in the right positions. It is the only way to get things done and enjoy the process. Here at ARAW, we have had a dream team in place over the past year. Each of you has demonstrated the innate ability to adjust as the situation changes and aptly juggle the many tasks put in front of you. You have approached challenges with an unwavering "can do" manner and, no matter how hairy it gets, you stuck with it until there was an optimal resolution. Thank you for your patience, understanding and adaptability. It will hold us in good stead as we embark on future challenges and opportunities.

Respectfully submitted,

Clare Healy Foley, ARAW Executive Director





## ARAW FINANCE COMMITTEE | FY22 ANNUAL REPORT

During FY22, the Finance Committee continued to meet monthly via Zoom with special meetings held virtually as needed. Despite the inability to meet and interact in person, the members were fully engaged and active in their duties of financial oversight of the Association.

For the second consecutive year, a Financial Statement of the fiscal year was prepared by and reviewed with Burke & Lamb. This review was approved by the board to meet our legal fiduciary requirements without conducting a full financial audit. Additionally, the customary quarterly portfolio performance reviews were presented by Jason Hantman of Bank of America. During the fiscal year, investments continued to deliver strong performance.

Under the guidance and work of the Investment Advisory Committee that was formed in FY21, Bank of America began moving some of our investments from large commercial funds into Separately Managed Accounts (SMAs) to reduce investment management fees incurred by ARAW. In addition, BofA agreed to reduce their own fee structure as recommended by the IAC. (A full year of reduced fees has not been completed and calculated at this time.) Being involved in this level of investment detail has been educational for the committee.

The Investment Advisory Committee continued to put finishing touches on the Investment Policy Statement (IPS) drafted during FY21 while the Finance Committee drafted a Spending Strategy to guide the ARAW and its board. To ensure alignment and avoid conflict of objectives, the Philanthropic Investment group of BofA met with the Finance Committee and IAC, suggesting some edits. These documents will be finalized and presented for board approval in early FY23. We are anxious to formalize these documents and instruct the board in their development and purpose.

While the IPS and Spending Strategy were not completed for board approval as stated in the FY22 Finance Committee Goals, other goals (establish and document a budget development calendar, redesign budget to reflect timing of forecasted spending and determine suitability of office space) were/remain areas of focus. The key and underlying goal is to continue the education of the committee and the entire board in the financial aspects of the ARAW.

The goal of determining and locating an alternative office space for ARAW operations was prioritized in 2022. The effort and time spent by Cathy Mayall in identifying, assessing and bringing forward potential sites was extensive. Currently, as FY22 comes to a close, defining and securing office space for future needs remain fluid if not elusive as we balance the potential composition of the organization with ongoing real estate availability. This goal of the Finance Committee may take more time and insight than originally assumed.

FY22 also brought some change in faces. In November, Beppie Huidekoper left the IAC for personal reasons. Her nonprofit experience and insight will be missed. In early December, our Bank of America portfolio manager, Jason Hantman, resigned his position for a new career opportunity. His thirteen-plus years of working with the ARAW were appreciated and of benefit to us. He was replaced in late December by Sarah Clark, to whom we look forward welcoming as a trusted resource.

While we thought FY21 was 'one for the books', it turns out that we just completed a second volume in FY22. The work that was completed under constantly-adjusted conditions was stellar. Thank you, Finance Committee: Jeannette Doyle, Cathy Mayall, Pam McKnight, Roseanne O'Connell, Rosemary Saber (ex officio), Clare Foley (ED) and Mary Ellis (Treasurer); with support from Beppie Huidekoper, Kathleen McQuiggan, Kevin O'Connell and Hans Ziegler.

### **FY 2023 Goals**

- Finalize Investment Policy Statement and Spending Strategy for presentation to board for approval. Continue to educate all members in the purpose and use of these documents.
- Complete transition to new Bank of America Investment team involving the Finance Committee, the Investment Advisory Committee and the board. Ensure alignment of strategies and focus.
- Establish process to monitor investment performance to balance any significant changes in world financial markets and ARAW needs.
- Continue to assess need and availability of alternative office space.

I look forward to another year of working with the Finance Committee to further develop the financial skills and understanding among ARAW board members.

Respectfully submitted,

Mary Ellis, Treasurer

March 31, 2022



## ARAW GOVERNANCE COMMITTEE | FY22 ANNUAL REPORT

The Governance Committee has met monthly this year and we have worked to maintain and meet the goals of our Strategic Plan. We happily welcomed Gloria deSa onto the Board in April 2021 and regretfully we accepted the resignation of Olivia Melo in December 2021. Presently we have 15 Directors and happily have 2 or 3 potential new members in the wings.

We presented the revised Legacy Committee description to the Board for approval in April 2021. Legacy is a reimagining of the Outreach Committee whose description had some redundancy in other committees and office operations. The focus is on the representation, branding and legacy of ARAW and is also a work in progress.

In May 2021 our bylaws subcommittee made some minor revisions to bring the bylaws up to date and presented them to the Board for approval before they went for review by our attorney. Eventually they were returned to us from our attorney with significant comprehensive and substantive suggested edits to both the Constitution and Bylaws. We had a few meetings to work through all the suggestions and have sent additional questions back to our attorney. I do not think that any of us anticipated that this would be quite such an exhaustive process, but we are working to keep them as flexible as possible to avoid this task again any time soon. During this process we are only very minorly out of compliance and have taken effort to mention that in our Board minutes when appropriate.

In June we distributed the Annual Board Self-Evaluation, and we continue to score ourselves as quite high functioning with improvement over last year. We have every reason to be proud of ourselves and our Executive Director. We found room for improvement in understanding the difference between board and staff functions. We were seeking better clarification between foundations and other non-profits. We felt we could do better at promoting ARAW to our friends and networks. At this writing we have had opportunity to learn and improve our understanding of the first 2 points. Covid, of course, has impacted much that hinges on networking or community engagement.

Part of our role is to assure that all members are feeling supported, heard and fulfilled. In the fall of 2021, we put together a Board member survey that focused on member issues of a more personal nature. i.e, Are you feeling fulfilled in your current role? Are you comfortable speaking out at Board meetings? Etc. We did not expect the survey to be submitted but rather to be food for thought with the opportunity to reach out to another Board member if desired.

Additionally, we reviewed our draft description of the role and makeup of the Executive Committee and submitted it for Board approval in July.

Clare offered the committee a presentation on *Building and Strengthening Your Board* which provoked much discussion about beginning a strategic recruitment process (Strategic Plan goal). Broadening board diversity is always top of mind. We include age, race, and ethnicity in thinking about diversity as well as discussion of optimal board size.

Serving on our board requires a significant daytime commitment, and we want to give more thought to a potential need to be more flexible in order to possibly bring more bring working women and/or young mothers onto the Board. And what that flexibility might look like.

We have talked briefly about the possibility of developing an advisory committee for those with special skills we seek, but who are unable to commit to the full role of directorship. At the end of the calendar year, we did not feel that we were lacking any specific skill set, although as a growing and adapting organization we, and committee chairs, will need to keep a close eye on this.

As the office's capacity to make inroads in more of our local underserved populations increases, we will look to hopefully recruit new board members from within specific populations. Covid, again, slowing the process.

Over the past few years, all our Board minutes from 2009 to the present were reviewed and standing policies were pulled. Recently, committee chairs were asked to review and update those policies that related to the work of their committees. Board approval was sought when appropriate. At this time, we have a packet of effective policies ready to be distributed and added to the Member Handbooks (Strategic Plan goal).

In October, as part of our commitment to Board Education we asked Clare to distribute the Community Resource Guide that she and Sharon put together, and the Housing Guide put together by the New Bedford Age Friendly Initiative. They then held an in-service for interested members.

Succession planning for FY2023 officers and committee chairs was initiated in December (Strategic Plan goal). Fortunately, we will have some healthy rotation of committee chairs and committee membership with strong leadership emerging (committee goal).

We have worked to assure that our new (2021) Member Handbook remains up to date and useful and appropriate. New or replacement pages will be made available after the Annual Meeting.

We recently distributed the annual Board Assessment of the Executive Director, and those results will be used by President Rosemary Saber in her annual review.

At the Annual Meeting in April 2022, we will present the following slate of officers for election:

President: Jane Stankiewicz

Vice President: Diane Laflamme

Treasurer: Mary Ellis

Clerk: Gale Beaton

### **Goals for FY 2023**

- Develop a plan for ongoing board education.
- Refine and implement recruitment strategies and goals.
- Analyze strategies to make board volunteer service more accessible including the potential of an advisory committee.
- Finalize bylaws revisions.
- Review committee descriptions with respect to workload, redundancy, and effectiveness. Plan next steps as our 3-year Strategic Plan ends in May 2023.

This committee is a wonderful group of brainstormers, and I very much appreciate their dedication, contributions, vision and humor. Executive Director Clare Healy Foley always bring energy, knowledge, and her deep experience to every meeting. And I am grateful for much processing, writing, editing, updating of documents etc. that happens behind the scenes and keeps us on track.

Respectfully submitted,

Deborah Brooke, Chair

April 21, 2022

Rosemary Saber, ex officio

Clare Healy Foley. Executive Director

Shannon Bachman

Gale Beaton

Jo-Ann Beaulieu

Jeannette Doyle

Mary Ellis

Diane Laflamme

Jane Stankiewicz

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

Strategy	Action Steps	Responsibility	Target Date	Success Indicators/Status
	<ul style="list-style-type: none"> <li>✓ <b>4. Launch the new RFP process.</b></li> <li>✓ November: Deadline for receiving grants</li> <li>✓ Dec.-Jan.: Grants Committee reviews grants</li> <li>✓ January: Grants Committee presents grant recommendations to the board</li> <li>✓ February: Board votes on Grant Committee's recommendations</li> <li>✓ February: Grants announced</li> <li>✓ April: Grants awarded</li> </ul>	4. E.D., Grants	4. Sept. 2020	
Strategy 1 Cont.	<ul style="list-style-type: none"> <li>→ <b>5. Assess the efficacy of the new RFP process.</b></li> <li>→ Determine modifications that may be warranted</li> </ul>	5. E.D., Grants	5. Ongoing	<ul style="list-style-type: none"> <li>✓ <b>Optimized RFP through annual revision of process based on experiences and feedback over the previous year</b></li> </ul>
<p>Strategy 2</p> <p>Refine the process for providing direct support to beneficiaries.</p>	<ul style="list-style-type: none"> <li>✓ <b>1. Develop guidelines and criteria to identify whose unmet needs we will fund.</b></li> <li>✓ Reevaluate current criteria</li> <li>✓ <b>2. Determine funding philosophy, parameters, and priorities.</b></li> <li>✓ Delineate guidelines for what we will and will not fund</li> <li>✓ Implement a policy for funding one-time gifts versus ongoing support</li> <li>✓ Identify and access other community resources before funding any request</li> <li>✓ Adjust how funds are disbursed, if needed, to be responsive to individual needs</li> <li>✓ <b>3. Develop systems and reports to track and monitor direct support funds.</b></li> <li>✓ Forecast disbursements by beneficiary, by month and by year</li> </ul>	1-3. E.D., Beneficiary, Bene Task Force	<p>1. April 2021</p> <p>2. April 2021</p> <p>3. Ongoing</p>	<ul style="list-style-type: none"> <li>✓ <b>Benefits Committee has more consistent and efficient processes</b></li> <li>✓ <b>Consistent communication to outreach partners allow committee to respond to individual needs</b></li> <li>✓ <b>Reports from new database give us an accurate monthly breakdown and forecast</b></li> <li>✓ <b>Increase sophistication &amp; specificity of reporting (FY22)</b></li> </ul>

**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><b>Strategy 1</b></p> <p><b>Identify and reach new populations of underserved elderly women.</b></p>	<ul style="list-style-type: none"> <li>✓ <b>1. Hire an in-house ARAW Liaison and Beneficiary Advocate.</b></li> <li>✓ <b>2. Expand beyond our current outreach model to connect with at least 10 new sources for referrals.</b> <ul style="list-style-type: none"> <li>▪ Possible resources: doctors, police, family members, hospitals, Salvation Army, food pantries, Sister Rose, churches, and community agencies such as the New Bedford Housing Authority</li> </ul> </li> <li>✓ <b>3. Partner with (or employ) people who speak Spanish, Portuguese, etc. and understand different cultures.</b></li> <li>✓ <b>4. Make ourselves better known in the community.</b></li> <li>✓ <b>5. Introduce monthly social engagement opportunities as a means to serve our current population and identify new populations.</b></li> </ul>	<p>1. E.D.</p> <p>2. E.D., ALBA</p> <p>3. &amp; 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. Ongoing</p>	<ul style="list-style-type: none"> <li>✓ <b>Increased number of qualified referrals from new sources (FY21 &amp; FY22)</b></li> <li>✓ <b>In FY21, with no in person contact due to COVID, still received referrals from 14 non-partner entities. 41 referrals, 19 qualified, submitted and approved (46%)</b></li> <li>✓ <b>In FY22, without enacting outreach plans, 101 referrals received from 40 different non-partner entities (30 ineligible); 46 requests approved; 2 denied, 15 withdrawn; 8 still pending.</b></li> <li>✓ <b>Over 200 (FY21) &amp; over 250 (FY22) newsletters sent each month, providing connection, information, fun and encouragement for civic engagement</b></li> <li>✓ <b>Through CPG RFP &amp; CPG activities became better known in community resulting in increased referrals, partnerships &amp; community engagement oppoty's (FY22)</b></li> <li>✓ <b>Identified interpreter to assist OW &amp; BAs (FY21)</b></li> <li>✓ <b>Interviewed with intention to hire in FY23 PT Portuguese speaking BA (FY22)</b></li> <li>✓ <b>Luncheon &amp; outings on HOLD due to COVID (FY21); conservative yet welcome restart of lunches (FY22)</b></li> </ul>



## 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
<b>Strategy 1</b>  <b>Refine the visiting program.</b>	<ul style="list-style-type: none"> <li>✓ <b>1. Determine the ideal frequency for visits to each woman in order to fulfill the role of true friendship.</b>                → Recruit volunteers, if needed, to serve as additional ARAW visitors to visit more women more frequently</li> <li>✓ <b>2. Formalize the system for tracking visits and monitoring follow-up.</b>                → Coordinate the number of visits and dates of visits with the COAs</li> </ul>	<ul style="list-style-type: none"> <li>1. Visiting, E.D.</li> <li>2. E.D., Visiting</li> </ul>	<ul style="list-style-type: none"> <li>1. Fall 2020</li> <li>2. Summer 2020</li> </ul>	<ul style="list-style-type: none"> <li>✓ <b>All ladies are visited in accordance with their schedule and new ladies within 6 months of becoming an ARAW beneficiary.</b></li> <li>✓ <b>Visiting packets and assignments created, sent and updated quarterly</b></li> </ul>
<b>Strategy 2</b>  <b>Standardize visiting protocol.</b>	<ul style="list-style-type: none"> <li>✓ <b>1. Refine the current guidelines to maximize the value of the visits for both women.</b></li> <li>✓ <b>2. Develop and implement a training program for Board member visitors.</b></li> <li>✓ <b>3. Create an itemized checklist for visitors to complete during/after their visits.</b></li> <li>✓ <b>4. Determine those women needing increased or follow-up visits.</b></li> <li>❖ <del>Visiting Committee will meet monthly to review reports and processes</del></li> </ul>	<ul style="list-style-type: none"> <li>1. Visiting</li> <li>2. E.D., Visiting</li> <li>3. E.D., Visiting</li> <li>4. Visiting</li> </ul>	<ul style="list-style-type: none"> <li>1. Summer 2020</li> <li>2. Summer 2020</li> <li>3. Summer 2020</li> <li>4. Summer 2020</li> </ul>	<ul style="list-style-type: none"> <li>✓ <b>All Board members are prepared and comfortable visiting beneficiaries.</b></li> <li>✓ <b>Monthly meetings unnecessary – meetings only as needed</b></li> </ul>

**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
<p><b>Strategy 1</b></p> <p><b>Identify office space to accommodate our current and future needs.</b></p>	<p>→ <b>1. Determine whether we should stay where we are, lease new office space, or purchase a building.</b></p> <p>→ Do a cost/benefit analysis of purchasing a building versus leasing</p> <p>→ <b>2. Bring recommendation to the Board.</b></p>	<p>Finance, E.D., IAC</p> <p>2. Finance</p>	<p><b>1. Ongoing</b></p> <p><b>2. Ongoing</b></p>	<p>→ Reside in appropriate office space.</p> <p>→ <i>Some progress made COVID delayed</i></p> <p>→ <i>Several properties visited but ultimately determined to be nonviable (FY22)</i></p>
<p><b>Strategy 2</b></p> <p><b>Enhance our governance structure to grow leadership and strengthen our Board.</b></p>	<p>✓ <b>1. Redefine the roles, responsibilities, and purpose of all Board committees.</b></p> <p>✓ Review the roles and responsibilities and composition of the Executive Committee</p> <p>✓ Establish a succession plan for each Board committee</p> <p>✓ Rotate chairs and members on committees</p> <p>✓ <b>2. Develop and implement board leadership succession model.</b></p> <p>✓ Bring new members into leadership roles</p> <p>✓ <b>3. Improve the structure and content of the monthly board meetings.</b></p> <p>✓ <b>4. Plan and conduct new board members orientation and on-going board education.</b></p> <p>✓ Assign board mentors</p>	<p>1. Governance Chairs</p> <p>2. Governance</p> <p>3. Governance</p> <p>4. Governance*</p>	<p>1. Summer 2020</p> <p>2. January 2021</p> <p><b>3. Ongoing</b></p> <p><b>4. Ongoing</b></p>	<p>✓ <b>The Board is high functioning and high performing.</b></p> <p>✓ <b>Understanding of roles and responsibilities</b></p> <p>✓ <b>Board member feel positive about board meeting experience (FY22)</b></p> <p>✓ <b>Committee-centric model optimized (FY22)</b></p> <p>✓ <b>Opportunities for specific discussions based on comprehensive committee reporting (FY22)</b></p>

Strategy	Action Steps	Responsibility	Target Date	Success Indicators/Status
<b>Strategy 2 Cont.</b>	→ <b>5. Create a more strategic recruitment process to ensure we have the ideal board composition.</b>	5. Governance *7/9/20 Changed to Governance Committee from Executive Committee by board vote	5. June 2021	→ <i>Initial progress made</i> → <i>Scheduled for spring</i>
<b>Strategy 3</b>  <b>Review all operational and board policies, processes, and procedures and augment where necessary.</b>	→ <b>1. Create a task force to undertake a comprehensive review of all current policies, processes, and procedures.</b> <ul style="list-style-type: none"> <li>▪ Draft/edit documents, as needed, for the board’s review and approval</li> </ul> → <b>2. Periodically review all Board documents to ensure that they are current.</b> → <b>3. Identify outside professional services and advisors to support our operations.</b> <ul style="list-style-type: none"> <li>▪ Human resources</li> <li>▪ Technology</li> </ul>	1. E.D., Governance  2. E.D., Governance 3. E.D.	1. Spring 2022  <b>2. Ongoing</b>  <b>3. Ongoing</b>	✓ Bylaw subcommittee updated ByLaws to be finalized in <del>FY22</del> FY23 ✓ New Bylaws drafted ready for legal review ✓ 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
<b>Strategy 1</b>  <b>Assure that our investments are invested well and managed properly.</b>	<ul style="list-style-type: none"> <li>✓ <b>1. Create an Investment Committee as a subcommittee of the Finance Committee.</b> <ul style="list-style-type: none"> <li>✓ Populate the committee with both board and ad hoc members who are industry experts</li> </ul> </li> <li>✓ <b>2. Develop an ARAW investment policy for asset allocation and annual spending rates.</b></li> <li>✓ <b>3. Evaluate the investment manager’s performance every 3 years.</b> <ul style="list-style-type: none"> <li>❖ <del>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</del></li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>1. Board President</li> <li>2. IAC</li> <li>3. IAC</li> </ul>	<ul style="list-style-type: none"> <li>1. January 2021</li> <li>2. Spring 2021</li> <li>3. 2021</li> </ul>	<ul style="list-style-type: none"> <li>✓ <b>A well-managed portfolio which meets or exceeds benchmarks.</b></li> <li>✓ <b>Establishment of an Investment Advisory Committee</b></li> <li>✓ <b>Development of IPS</b></li> </ul>
<b>Strategy 2</b>  <b>Manage and monitor income and expenses on an on-going basis.</b>	<ul style="list-style-type: none"> <li>✓ <b>1. Develop a 3 to 5-year financial plan.</b></li> <li>✓ <b>2. Analyze beneficiary distributions/spending to optimize the use of philanthropic funds.</b></li> </ul>	<ul style="list-style-type: none"> <li>1. Finance, E.D.</li> <li>2. Beneficiary</li> </ul>	<ul style="list-style-type: none"> <li>1. Summer 2021</li> <li>2. Ongoing</li> </ul>	<ul style="list-style-type: none"> <li>✓ <b>Meet the annual budget projections.</b></li> </ul>
<b>Strategy 2 Cont.</b>	<ul style="list-style-type: none"> <li>❖ <b>3. Explore possible future fundraising opportunities.</b></li> </ul>	<ul style="list-style-type: none"> <li>3. E.D.</li> </ul>	<ul style="list-style-type: none"> <li>3. 2023</li> </ul>	<ul style="list-style-type: none"> <li>Planned for the future</li> </ul>



## ARAW GRANTS COMMITTEE | FY22 ANNUAL REPORT

Fiscal year 2022 was the first full cycle of the new RFP process for the grants committee. Eleven area nonprofits received a total of \$275,092 for various projects aimed at engaging ARAW eligible women beginning April 1, 2021. A large part of our focus this past year was to evaluate the success of these programs based on their quarterly reports. Predictably some organizations were more successful than others. We learned that buy in and support from the community partner leadership as well as the knowledge of running grant funded programs was a key indicator of success. The resurgence of Covid hampered and delayed the success of many of these programs.

As we moved forward to the FY 2023 grant awarding process we adapted our approach. We decided if there was a request to fund new pilot program we would start small. There is always room to grow or increase funding. We also allowed pilot programs of existing community partners from FY 22 which have shown potential another year to fully realize their potential.

We also plan to introduce each grantee at upcoming board meetings so the full board will have an appreciation of the work being done in the community to support ARAW women.

A total of \$203,510 new Community Partner Grant support for FY 2023 was approved at the February 2022 board meeting (and additional \$27,475 was carried over from FY22 unspent funds – AHA! and Cape Verdean Association of New Bedford).

**Coastal Neighborhood Network:** \$17,560 to support their project Enhancing Quality of Life and Promoting Independence for Aging Women in Dartmouth and Westport by providing CNN scholarships to ARAW beneficiaries in Dartmouth and Westport so they can “Age in Place” independently and actively, stay connected with their community and live comfortably. This program aims to meet social, transportation, health, and home maintenance needs of ARAW beneficiaries.

**Dartmouth Council on Aging:** Extension of any unused funds from FY22 and \$10,000 to support stewardship of existing ARAW beneficiaries in FY23 with activities related to the work of the ARAW. They will be asked to refer new potential beneficiaries directly to the ARAW. (Declined award, instead will utilize unspent FY22 funds through the end of May 2022)

**New Bedford Art Museum:** Extension of unspent funds from FY22 Creative Care program (\$4,560) plus an additional \$15,000 to support the continuation of distribution of curated art kits, art instruction and field trips to the NBAM. The ARAW asks the museum to agree to ARAW right of first refusal for field trips and oral history projects.

**New Bedford Fishing Heritage Center:** \$15,000 to support activities related to Herstory: Collecting the Stories of Women in the Fishing Community including outreach, field trips to the center and oral history documentation. The project will focus on ARAW eligible women who have a connection to the fishing industry. The project will also engage young women who are attending local high schools and/or colleges. Again ARAW asks for right of first refusal for field trips and oral history registration spots.

**New Bedford Police Department:** \$10,000 to support activities related to NBPD Assisting Elderly Female Residents program. NBPD Will partner with ARAW to conduct outreach visits with elderly women living alone. The officer will deliver a warm meal of food provided by Market Basket during a friendly in-home visit. A safety check list will be reviewed with the resident and the officer will discuss ways to make them feel safer. Any issues or concerns will be reported back to ARAW or referred out to other community resources.

**New Bedford Symphony Orchestra:** \$10,000 to support quarterly activities for Music for Life's three components: (1) performance/background music at ARAW lunches, (2) performances at COAs and other community partner sites on a rotating basis, (3) free tickets to NBSO performances, chamber concerts and youth orchestra projects. Again the ARAW has asked for right of first refusal.

**Southcoast LGBTQ+ Network, Inc:** \$20,000 to support the Aging Well program to create a safe space for LGBTQ+ elders to connect to caring support and services through a variety of means. Components of the program include direct support to the individual: case management, friendly visitors, workshops, social opportunities, community engagement and safety. The Southcoast LGBTQ+ Network is a recognized and respected organization in our community. While we celebrate the offering of much needed trainings geared to creating a welcoming and safe environment for service providers we feel that funding for these vital programs does not align with our direct support mission.

**SCCLS:** \$42,200 to support the Rachel Howland Advocate (RHA) for Older Adults, a paralegal for the Seniors Law Project. The RHA will help address the most critical problems facing older persons including housing preservation, financial security and access to appropriate health RHA Will advocate for older adults who are most in need of assistance due to financial limitations or social isolation. In addition the RHA will conduct outreach and educational presentations in the local community. The RHA will also create written educational materials on emerging issues and will disseminate the materials to key constituencies in the community including ARAW beneficiaries, the local COAs and Coastline Elderly Services.

**Westport Council on Aging:** \$38,750 to support Outreach Worker activities related to the work of the ARAW to women in the community. The mutually agreed upon expectation is that the number of eligible women will increase and the needs of all existing ARAW beneficiaries currently assigned to Westport COA will continue to be met in a timely manner.

**YWCA:** \$5,000 to support the YWCA Widowed Person's Program day to day expenses for support groups, telephone outreach, referral services and education including financial literacy and health and wellness workshops. The program will serve widowed women going through the grieving process.

**The Zeiterion:** Extension of any unspent funds from FY22 grant and an additional \$20,000 to support the continuation of the Intergenerational Performing Arts Mentorship which partners ARAW members with Zeiterion Teen Ambassadors and places them in a common neutral space-the Performing Arts. Each ARAW participant will receive an Amazon Fire tablet and technology training, will attend performing arts events and will create an oral history. They will also be introduced to the Zeiterion Usher Program as a way to stay connected.

**Goals for fiscal 2023:**

- To continue to monitor and evaluate the performance of our community partners and offer support when appropriate.
- To create a process whereby community partners present their grant funded programs at board meetings. Board members will learn how our beneficiaries are being served in the community by these programs.
- To identify funding priorities for FY 2024
- To create an RFP for FY 2024

I wish to thank the members of our dedicated team for their commitment to the process and their diligence and follow through. The team includes Rosemary Saber, Diane Laflamme, Jo-Ann Beaulieu, Mary Ellis, Pam Mcknight and Gale Beaton. Many thanks to our Executive Director Clare Foley for her leadership and support.

Respectfully Submitted,

Jane Stankiewicz, Chair



## ARAW LEGACY COMMITTEE | FY22 ANNUAL REPORT

Legacy Committee Members: Shannon Bachman, Jo-Ann Beaulieu, Debbie Brooke, Olivia Melo Chair, Roseanne O'Connell; Rosemary Saber (ex officio) Clare Foley, Executive Director

We are happy to reflect and report that the inaugural year of this committee provided close association with and appreciation of ARAW's history and historical records. It also left us asking present and forward-thinking questions.

The Legacy Committee is an outgrowth of re-examining the Outreach Committee's responsibilities and tasks. Some no longer seemed appropriate to the committee as ARAW's staff, and the operations had grown in scope and sophistication. The concept of a Legacy Committee evolved with guidance from the Governance Committee. The Legacy Committee, as a standing committee charged with responsibilities and tasks was approved by the Board in April of 2021- per Constitution, By-Laws, and Rules.

"The Purpose of the Legacy Committee is to: focus on the representation, branding and legacy of the Association. It will assess strategies and organizational decisions that advance the Association's vision while preserving its mission and honoring its history."

We pondered over the designated tasks of the committee in terms of what we might accomplish during the year despite Covid 19 and variants' presence. Also, a few of the responsibilities and tasks seemed elusive.

The Committee met formally four times during the year via Zoom. Additional gatherings took place at the New Bedford Whaling Museum Grimshaw-Gudewicz Reading Room, and Archives. Our inaugural meeting in June set the focus for the year with a resurgence of energy directed to reconnecting with the New Bedford Whaling Museum staff and further engagement with ARAW Archives. We benefited greatly by reestablishing a collegial relationship with Mark Proknic, Librarian NBWM. Mark provided information about and better access to the Archives, namely, by providing:

- a *finding aid* to assist in accessing/locating the ARAW Archives on-line.
- opportunities for members to visit the library at appointed times.
- an *Inventory of the Records of the Association for the Relief of Aged Women of New Bedford in the New Bedford Whaling Museum Research Library*.
- a thumb drive of our Archives. The Association now holds history in-house so to speak.
- Link to Records Retention Guidelines

Following a member's question as to why the archives were placed in the care of the New Bedford Whaling Museum/Olde Dartmouth Historical Society versus other notable libraries, we answered fully in a document, as record of that action. It included the following statement, "*New Bedford is ARAW's home. The Association rose and grew through the desire, dedication, perseverance, gusto, and gumption of local women to address an inequity in older women's*

*quality of life. These Founders, who in 1866, without right to money of their own, harvested friends and money to assist women in need, not alms alone but as friend.”*

Over the year, our awareness of the significance of the written word became heightened by reading the narratives held in journals. They reveal the stories and sentiments of both members and beneficiaries. They also evoke specific time periods. We sought to share that with the Board.

At various times, the committee discussed other committee responsibilities/tasks. Of note, was what papers do we currently possess/store and are they historically relevant, worthy of preservation? We returned to the library to view ARAW restricted documents (1968-1989) for more current assessment of documents of “value”. We did not come to any decision about what materials we should keep for posterity. However, we had an engaging and motivating discussion about the Association’s past and present work toward mission fulfillment. Hurrah!

In the coming year, we expect:

- To inspect stored documents for the purpose of sorting and discarding. From saved documents, we know that at the February 1971 monthly meeting, the Board granted permission to discard certain materials.
- To review and advise on Legacy Committee’s responsibilities
- To consider the possibility /advisability/probability of uploading Archives to the ARAW website.

In closing, I remain grateful to have served as inaugural chair of the Legacy Committee. Going forward, it is with pleasure and admiration, I welcome Diane Laflamme as incoming Chair.

Of course, to the stellar committee members, Shannon Bachman, Jo-Ann Beaulieu, Debbie Brooke, Olivia Melo, as well as Rosemary Saber and Clare Foley, I extend my thanks and Bravo!

Respectfully submitted,

Roseanne O’Connell, Legacy Chair





## ARAW PERSONNEL COMMITTEE | FY22 ANNUAL REPORT

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

FY 22 has been active and productive year for the Personnel Committee. The most important accomplishment was the completion of the Personnel Policies handbook. Due to the worldwide pandemic (Covid 19), significant ongoing changes were needed in the operations of ARAW and the policies affecting both ARAW employees and beneficiaries. The Personnel committee worked to ensure that ARAW policies were updated to protect the health and safety of employees

The work on the Personnel Policies draft was completed in January of 2021 and sent to Attorney Julie Peterson of the law firm Lang, Strauss, Xifaras and Bullard. In April of 2021 we received her legal review and began working on multiple changes to the document. Text was updated to reflect applicable laws regarding CORI process, employee assistance, drug testing, Simple IRA retirement plan, personal day rollover, rules regarding ARAW property, professional development, employee grievance process as well as other smaller changes to clarify the document. The final version of the Personnel Policies handbook was approved by the Board of Directors on May 13, 2021

Throughout the fiscal year, one of the biggest challenges has been finding affordable, high quality health insurance for ARAW employees. As ARAW has a small number of employees (4) and only two are the primary policy holder for the family (thus eligible for ARAW sponsored health insurance), there are limited health plans available. To accommodate employee needs, the Board of Directors voted to provide up to \$7000 toward the ARAW sponsored plan or a plan of the employee's choosing. The committee recognizes that a cost sharing model in which both employer and employee pay a percentage of the cost of an employer sponsored health plan would a better approach, as it makes higher cost family plans more affordable for those who need them. With the intent to move slowly toward a single health plan for employees, the Board of Directors voted that a newly hired employees will only be offered the ARAW sponsored health plan, not a plan of their choosing (6/10/21). However, given the limited health insurance options for organizations with fewer than five employees enrolled in a health plan, this vote was amended by the Board (2/10/22) to allow new hires up to \$7000 toward the cost of health insurance, either any available ARAW offered plan or a plan of their choosing. In addition, it was established that an employee must be the primary policy holder for their family to be eligible for the health insurance benefit.

The Personnel committee, in conjunction with the Governance committee chair, reworked the Personnel committee description. The responsibilities of Personnel committee in the annual evaluation of the Executive Director were changed to: "At the direction of the President, coordinates the process of the annual evaluation of the Executive Director and presents the findings to the Executive Committee." The committee worked with the President this year on Executive Director compensation and evaluation as well as employee bonuses.

The Personnel committee worked with the Executive Director and the Finance committee on the personnel/staffing portion of the preliminary FY23 budget. Preliminary costs "placeholders" were recommended for IRA contributions, health insurance contributions, Paid Family Medical Leave contributions (employee portion), and professional development.

In February, the annual review of the Personnel Policies handbook was completed.

Employee Appreciation Day (first Friday in March) was recognized.

I want to thank Executive Director, Clare Foley, the Executive Board, and the dedicated members of the committee for their support, advice, tireless work, and thoughtful insights.

Respectfully submitted,

Pamela McKnight, Personnel Chair

#### Personnel Committee Votes FY22

1. **Recommendation to accept Personnel Policy Handbook, as distributed – SO VOTED 05/13/21**
2. **Recommendation to make no changes in the employee health insurance contributions for the year beginning 7/1/21, and therefore to continue offering a lump sum of \$7000 for full time employees (prorated for part time employees) toward the health insurance plan offered by ARAW or a health insurance plan of their choosing – SO VOTED 6/10/21**
3. **Recommendation to offer a lump sum of \$7000 to new full-time employees (prorated for new part-time employees) toward the ARAW sponsored health insurance plan *only* –SO VOTED 6/10/21**
4. **Recommendation to amend current sick leave policy to be in “full compliance” with the Massachusetts Sick Leave law and to articulate the policy in hours not days – SO VOTED 7/08/21**
5. **Recommendation to accept proposed changes to health and dental insurance policy as distributed in Personnel Committee minutes from 1/18/22. – SO VOTED 02/10/22**
6. **Recommendation, to amend 6/10/2021 vote, to offer up to \$7,000 to new full-time employees (prorated for part-time employees) toward cost of health insurance, either any available ARAW offered plan or a plan of their choosing if the employee is the primary policy holder. – SO VOTED 02/10/22**

## Personnel Committee Goals FY23

3/8/22

### 1. Complete tasks as outlined in the committee description-

Review and update Personnel Policies handbook on a yearly basis. Ensure the policies are needed, clear, reflect ARAW's values, and promote the hiring and retention of qualified employees. Ensure they comply with laws and minimize risk.

At the direction of the President, coordinate and assist as needed in the annual evaluation of the ED and present findings to the Executive committee.

Only if needed:

- Oversee the hiring of the ED
- Resolve grievances as outlined in the personnel Policies and ensure that employees have the contact information needed for the process
- Engage legal or human resource consultants with approval of the Board of Directors

2. Work with the ED and the Finance Committee to develop a personnel budget for the next fiscal year with recommendations for employee benefits including health/dental insurance, Simple IRA contribution, short term disability insurance through PFML program.
3. Bring a recommendation to the Board of Directors for yearly health/dental contribution.
4. Bring a recommendation to the Board of Directors for yearly Simple IRA contribution.
5. Recognize National Employee Appreciation Day (first Friday in March).
6. Develop a policy related to the handling of PFML, including any ARAW financial contributions, to ensure equity.
7. Continue to work on employee health insurance issues.
8. Create a timeline of tasks to ensure the committee fulfills its goals.



## **ARAW VISITING COMMITTEE | FY22 ANNUAL REPORT**

During the 2022 Fiscal Year – the period between April 1, 2021 and March 31, 2022 – the Visiting Committee continued its focus on adapting ARAW’s visiting program in response to the suspension of in-person visits due to the COVID pandemic.

The Visiting Committee’s challenge has been to fulfill the promise of ARAW’s commitment to supporting our beneficiaries with ‘not alms alone, but a friend.’ Since we have not had the benefit of observing nuances that are a vital part of face-to-face interactions, we have needed to re-imagine how we interact with our ladies.

To that end it has been important to understand the operational strength of the visiting program, which is based on three qualities:

- The usefulness of the beneficiary data base,
- The effectiveness of procedures to facilitate visiting operations, and
- The ability to share a knowledge base of best practices in interacting with our beneficiaries.

In order to improve these qualities, the Visiting Committee met in June and December of 2021.

### **Beneficiary Data Base**

The data base, as managed by Jenny Costa, has been the foundation of visiting effectiveness. The data base is crucial to tracking our 237 beneficiaries, including the 180 who are visited. The data base is populated with information from ARAW’s Beneficiary liaison, Beneficiary advocates and outreach workers; and from Board member visits.

The data base content has been improved by:

- Parsing beneficiaries who are visited or not visited (called or not called), and the Board member and beneficiary determining the frequency of visits (calls),
- Providing for the expansion of visiting notes to allow new information to be entered.

### **Visiting Procedures**

Staff and Committee members have made several refinements that make the visiting process more efficient:

- In-person visits can resume when it is determined that it will be safe to do so, and with the beneficiary’s approval,
- In-person visits are required to follow ARAW protocols,
- Staff will continue to provide Board members with packets that provide useful information in advance of visits (calls),
- Board members are encouraged to send birthday cards to their beneficiaries (with staff providing reminders),

- Board members are welcome to give flowers or other small tokens that are meaningful to the beneficiary,
- Difficulties in communicating between beneficiary and visiting Board member may be resolved through internal brainstorming, or reassignment,
- Visiting reports may be sent to the office for recording as often as the Board member wishes,
- Each Board meeting will include short presentations by one-three members who will report out on their visiting experience(s).

### **Best Visiting Practices**

As Board members experience more visits, they are encouraged to share best practices with their colleagues and staff.

Our Executive Director, Clare Healy Foley, has been diligent in capturing new ideas contained in Visiting reports and Committee conversations. Best ideas are then incorporated into various guides and processes, such as Phone call guides, conversation starters, new Board member orientation materials, and reporting guidelines.

I want to send my sincere gratitude to visiting committee members Jo-Ann Beaulieu, Debbie Brooke, Angela Natho, Gloria deSa, Cathy Mayall, and Rosemary Saber who have contributed thoughtfully and compassionately in meetings and in creative brainstorming. None of this would be possible without the great leadership, insight and skill of our wonderful Executive Director, Clare Healy Foley. Special thanks to Jenny Costa, our office administrator who serves as our clerk and computer genius extraordinaire.

Respectively submitted,

Shannon Bachman, Visiting Committee Chair



**FY23 Community  
Partner Grant**

4/1/22 – 3/31/23

**AHA! (Arts, History, Architecture)**

for extension of *Portraits of a Port*

**Cape Verdean Association in New Bedford**

for extension of *Outreach & Programming for New Bedford's Elderly  
Cape Verdean Community*

**Coastal Neighbors Network, Inc.**

for *Enhancing Quality of Life and Promoting Independence for Aging  
Women in Dartmouth & Westport*

**Dartmouth Council on Aging**

for extension of *Strive to Thrive*

**New Bedford Art Museum (NBAM/ArtWorks)**

for the *Creative Care Program*

**New Bedford Fishing Heritage Center**

for *Herstory: collecting stories of Women in the Fishing Community*



**FY23 Community  
Partner Grant**

4/1/22 – 3/31/23

**New Bedford Police Department**  
for *NBPD Assisting Elderly Female Residents*

**New Bedford Symphony Orchestra**  
for *Music for Life*

**South Coast LGBTQ+ Network, Inc.**  
for *Aging Well*

**South Coastal Counties Legal Services**  
for the *Rachel Howland Advocate for Older Adults*

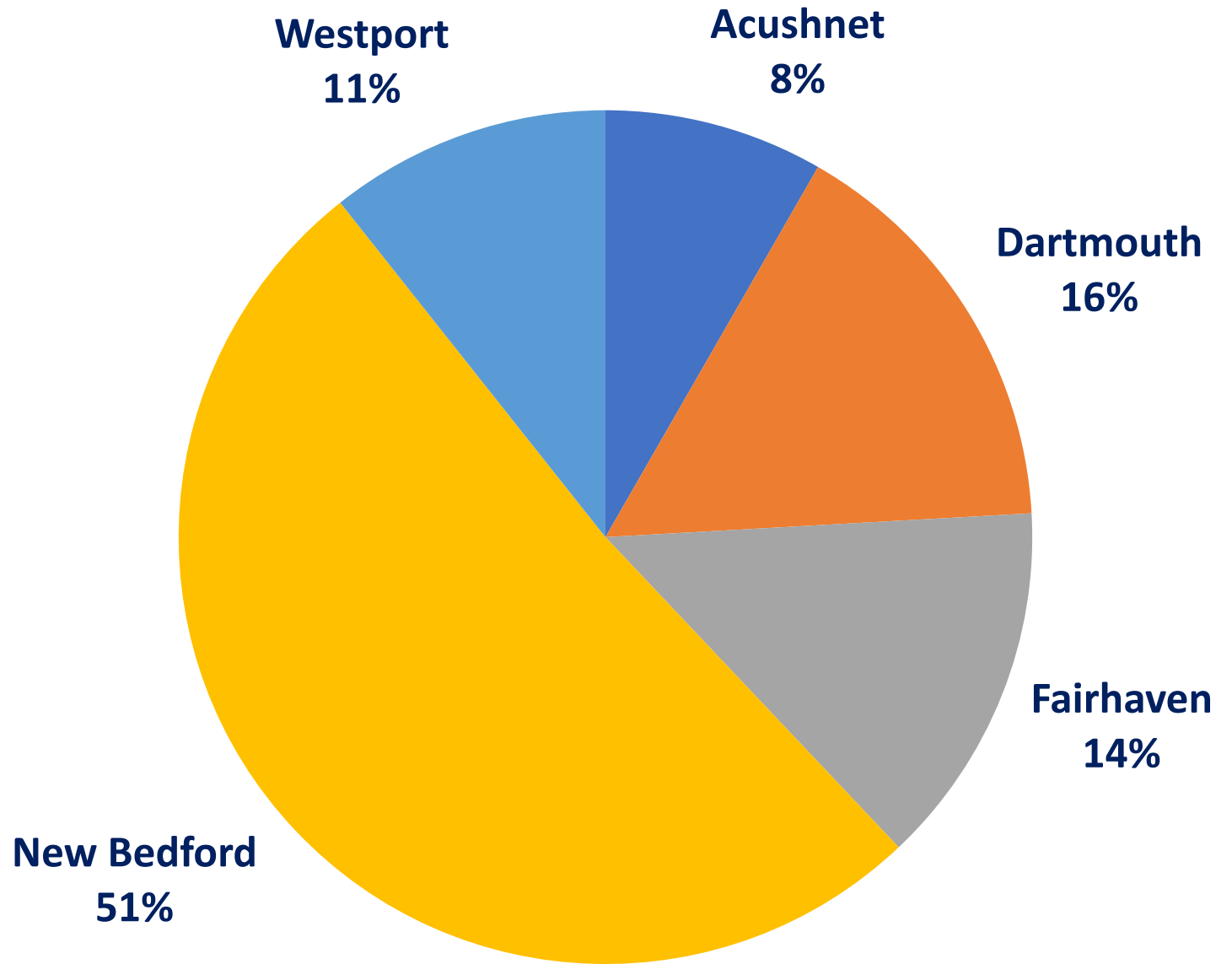
**Town of Westport/Westport Council on Aging**  
for *Community Outreach Project*

**YWCA Southeastern Massachusetts**  
for the *Widowed Persons Program*

**Zeiterion Performing Arts Center**  
for the *Intergenerational Performing Arts Mentorship*



**FY22 Breakdown  
of beneficiaries  
by Town**







## **FY22 in Review**

vs FY21

### **FY22 Total Direct Support by Dollar**

Over \$430,000

57% in Ongoing support

43% in Gifts

### **FY21 Total Direct Support by Dollar**

Nearly \$360,000

58% in Ongoing support

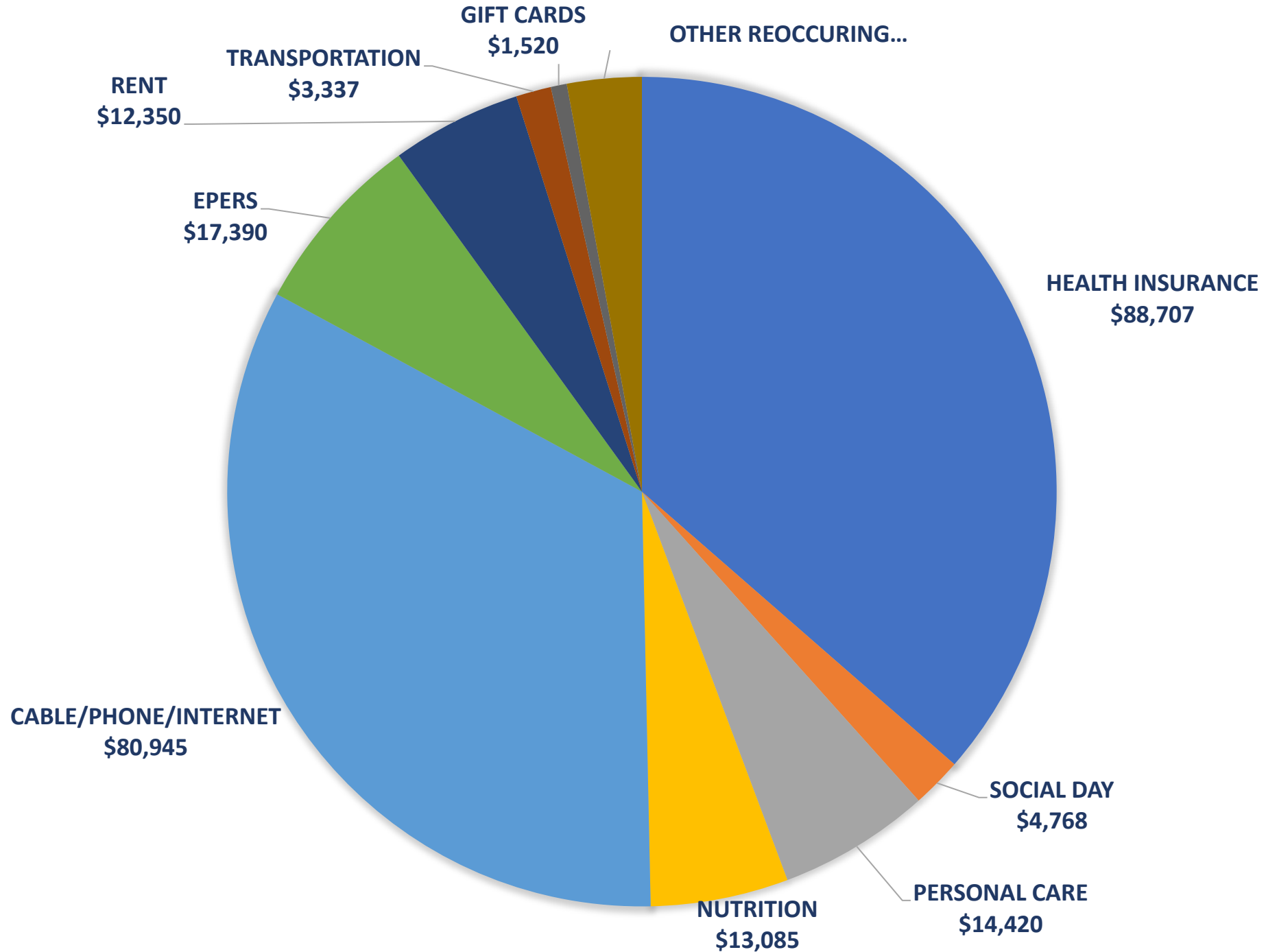
42% in Gifts

**not alms alone, but a friend | women helping women**



**FY22 Direct Support  
ONGOING  
\$243,520**

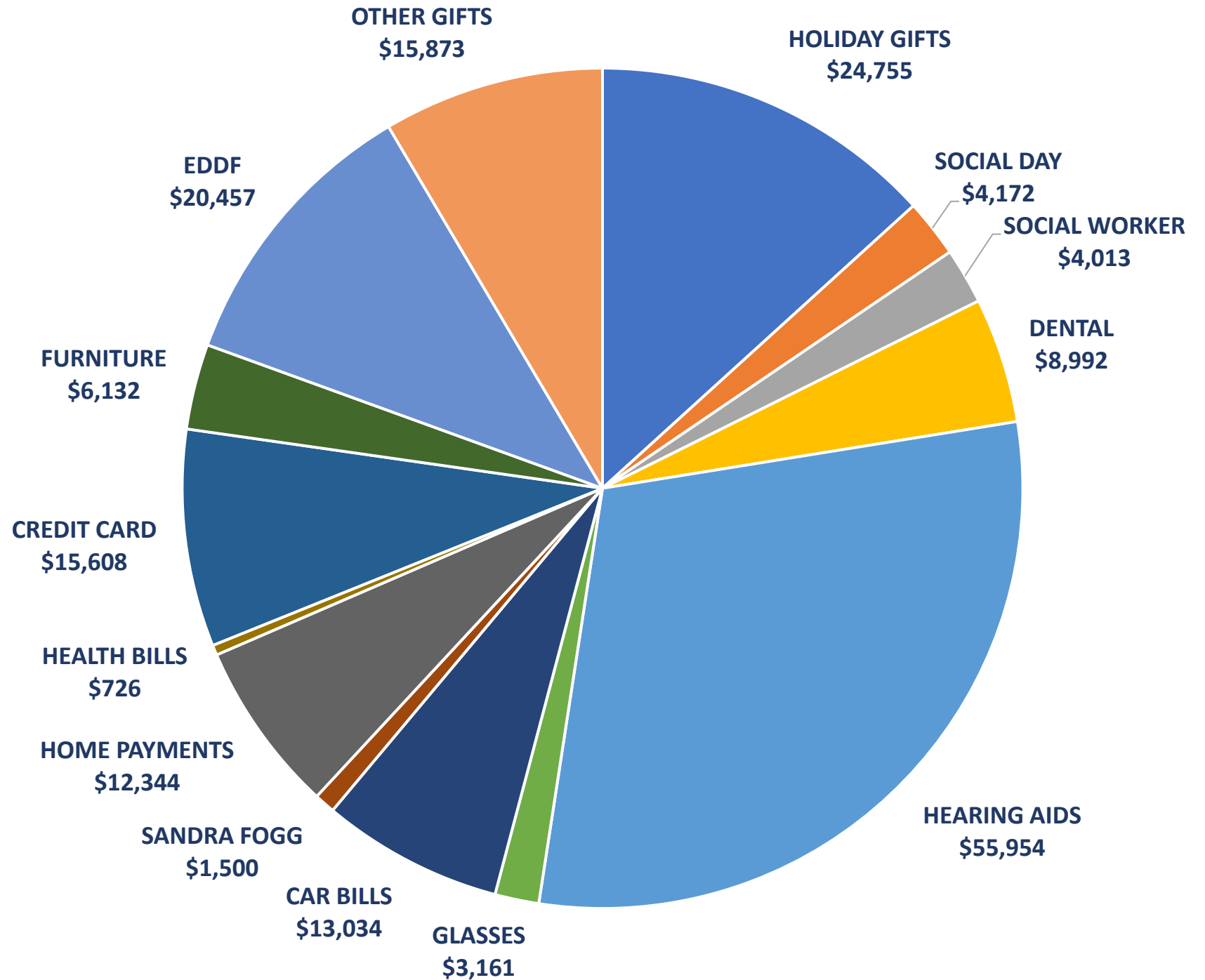
vs FY21 \$244,094





**FY22 Direct Support  
GIFTS  
\$186,720**

vs FY21 \$115,077





## **FY22 in Review**

vs FY21

### **283 Beneficiaries Received Support in FY22**

154 Ongoing Support | 71 Gifts | 58 FLO Participants

### **268 Beneficiaries Received Support in FY21**

153 Ongoing Support | 63 Gifts | 55 FLO Participants

### **202 Requests in FY22**

77 Ongoing | 125 Gifts | 187 Approvals

### **131 Requests in FY21**

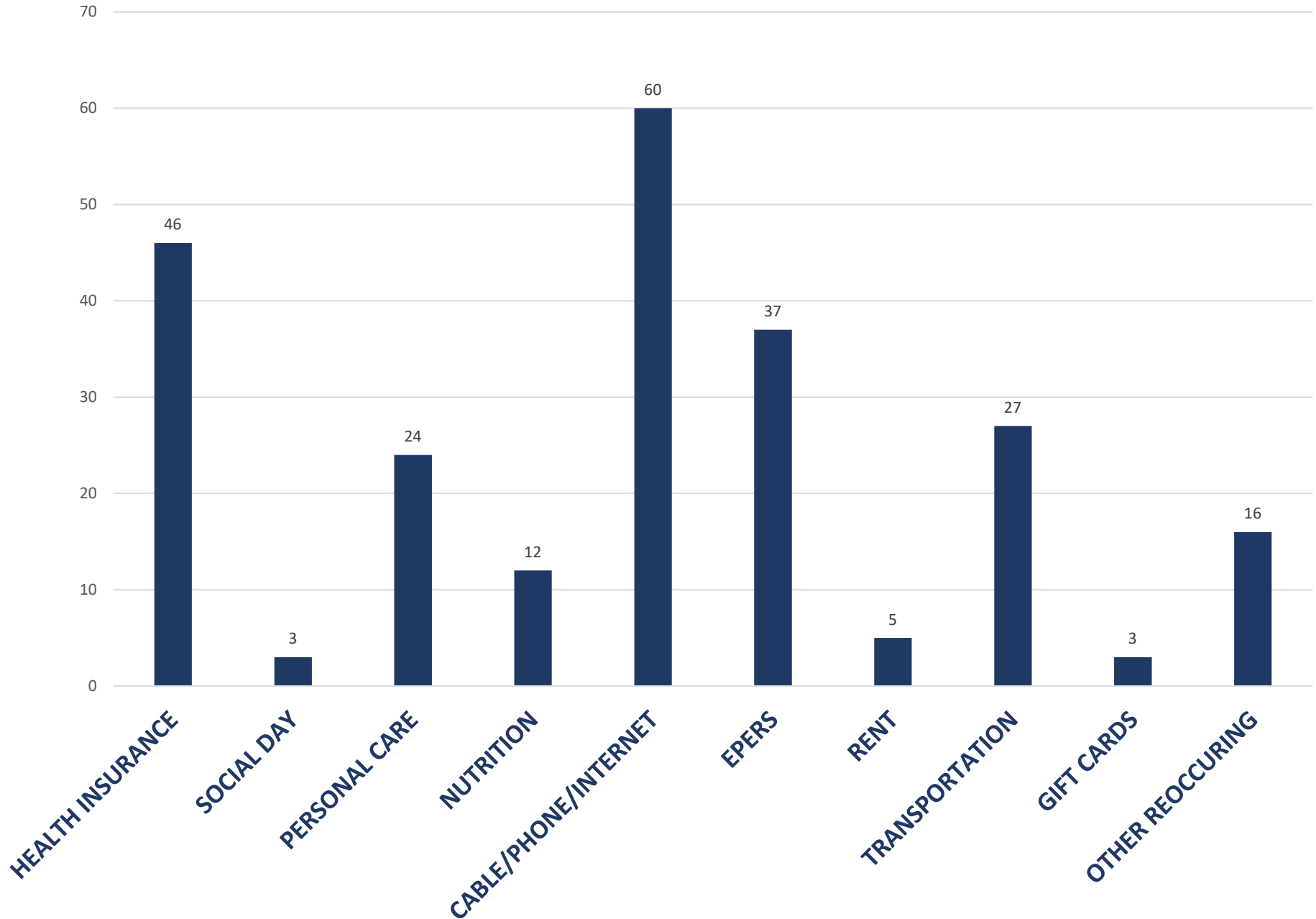
45 Ongoing | 78 Gifts | 118 Approvals

**not alms alone, but a friend | women helping women**



## FY22 Direct Support ONGOING 233 Occurrences

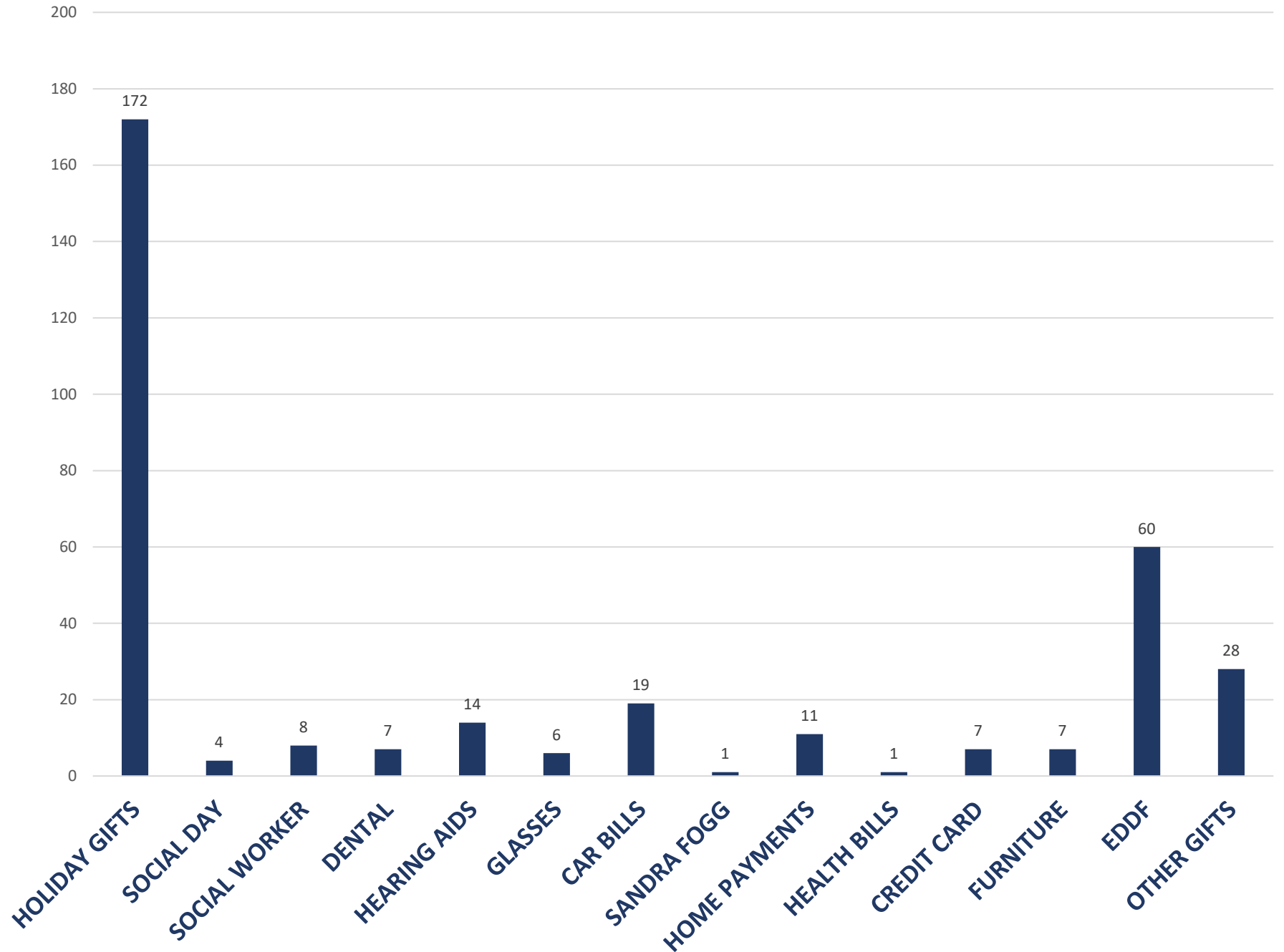
vs FY21 220 Occurrences





## FY22 Direct Support GIFTS 345 Occurrences

vs FY21 301 Occurrences





## **FY22 in Review**

vs FY21

### **81 New Beneficiaries Supported in FY22**

26 Ongoing (2 from FLO)

45 Gifts (5 from FLO)

10 FLO (19 transitioned from ARAW)

### **58 New Beneficiaries Supported in FY21**

16 Ongoing

33 Gifts

9 FLO (13 transitioned from ARAW)

### **58 Inactive in FY22**

25 deaths

### **39 Inactive in FY21**

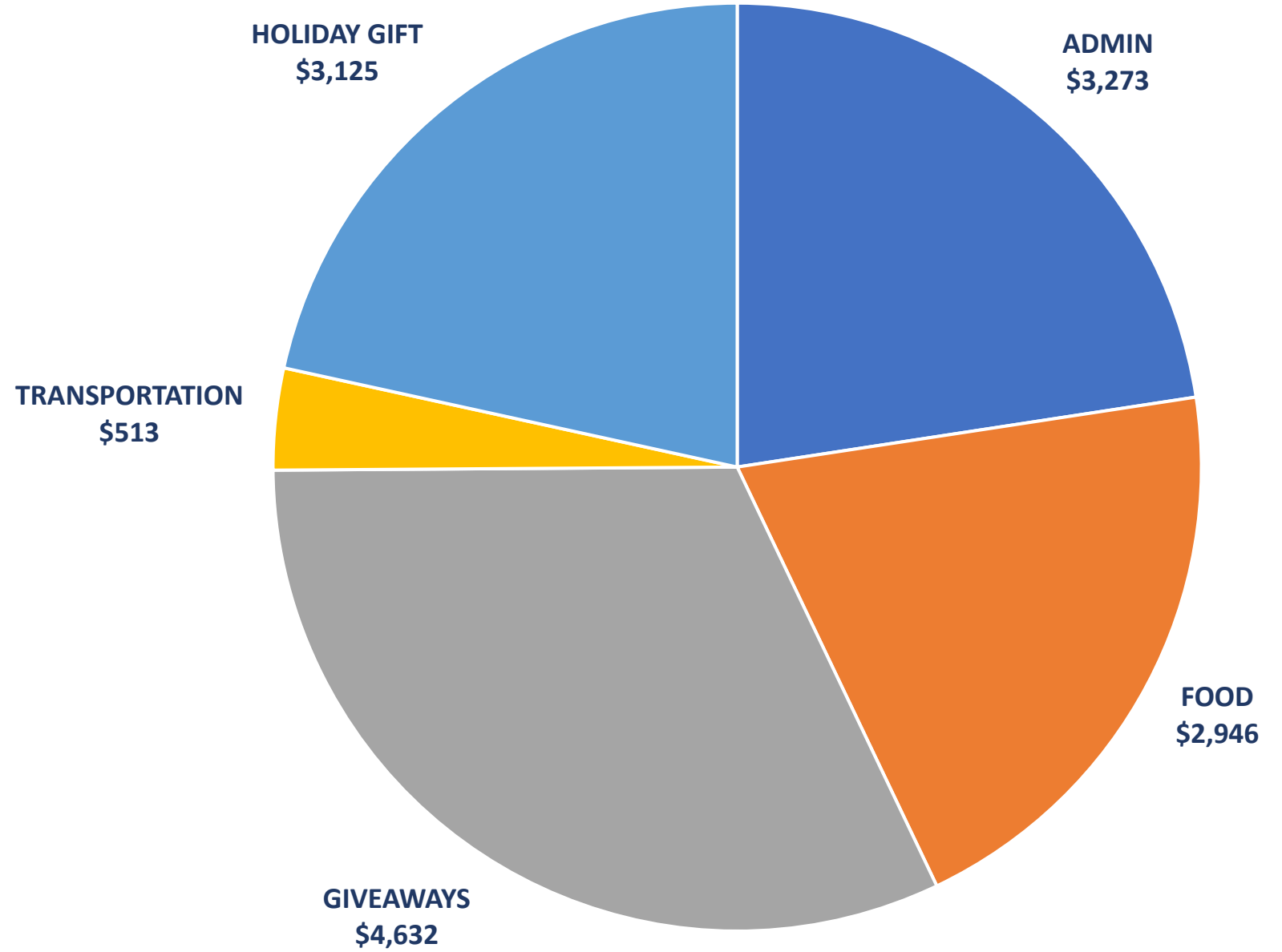
18 Deaths

**not alms alone, but a friend | women helping women**



**FY22 Direct Support  
FLO PROGRAM  
\$14,488**

vs FY21 \$7,806







## FY22 Direct Support FLO Program 611 Participants

vs FY21 433 participants

