

Executive Committee Meeting Minutes  
Warriors & Quiet Waters,  
January 8, 2019

- Called to Order: 3:04pm
- Budget Update Faye/Ed
  - Draft (handout provided): key numbers: Rev \$1.7M cash (General Op numbers) + \$220k in-kind vs. \$1.6M actual in 2018; 3% of interest withdraw of returns from endowments, not principal
  - Uihlein endowment is somewhat negotiable
  - Ed – will communicate to DADCO and JPMorgan re goal; dividend & interest to support; \$90k each
  - Realistic plan to raise; does include NAB fundraiser (\$250k); sponsorship dollars for that event are key
  - 2018: w/o in-kind \$1.5M; primarily adding Ops Dir and +3 FX; converting from e-tapestry to salesforce.com (potential for long-term savings),
  - Ed: How do we handle new programs, if we come up with something that we can take on? Faye: BDORA or cash that we have on-hand. There's no reason to decline a program because we don't have money. We can also present to a potential funder.
  - Ed: good framework. Faye: few small tweaks & then to Finance committee by EOW and final to board in Feb.
  - Tom: talked about in Finance, propose to run a budget & add another column BAHS (board approved), which will allow us flexibility, especially program-related.
  - Capital Expenditures
    - Kitchen remodel & AV upgrade have donors
    - Office modifications (fit Dir of Ops & a few additional staff) – reviewed with Ron Schmidt
    - Caretaker house – how do we bill Sam? As soon as foundation is done, get that bill from Eugen & ask Sam how to proceed. Brian: if push comes to shove, pay from BDORA. Pay EG Construction in a timely manner.
    - ADA Boat – Western Chapter of TU wants to fundraise for this boat, donor has committed to pay full. Done.
- Investment Update Ed
  - Ed directed JPMorgan to put all \$ to work. Now invested in 60/40. Committed to quarterly updates, which don't line up very well with our meetings to provide timely updates to BOD. May dictate timing of meetings with Finance Committee. 3% withdraw at year end based on budget.
- Gift Acceptance Policy/Levels of Approval Faye
  - Faye: consulted Laura Hoehn based on suggestion of \$ limit; referenced Section 2.1 of Gift Acceptance Policy; Laura's legal assessment is that we

can put a \$ amount in, but it's a question of need for responsiveness. Ex.: Popeil situation in that there was an implied deadline and we didn't have time to wait. Laura felt that a \$ was unnecessary.

- Ed: recommend against adding \$.
- Diane: create a communication channel (Chair sends a quick email to update on a decision); note should reflect that per GA Policy, EXCOM has the ability to carry out. Be transparent.
- Tom: wording is key, communication is critical.
- All: if there's any question about the gift, we'll bring in full board; no change to policy.

- Caretaker House Update Faye/Ed/Brian
  - Faye: suggested to draw up purpose & scope of subcommittee.
  - Provide to BOD as FYI. Informational only.
  - Construction? Dug last week, may pour this week.
  - Ed: feel we should be able to get a nicer package because of Eugen's ability to work with vendors.
  - First committee meeting is Thursday, 1/10.
- Update Retreat Agenda Faye/Brian
  - Reflects feedback from Board Mtg, will start at 3:30 on Thursday; all day Friday is spent on impact & strategic plan; nedcooney.com provides detail of his ability to facilitate.
  - Faye/Brian will inform Ned on full details of where we are (org & board), where we're headed, pain-points (programs, speed to act), founder evolution. Why do we serve on the board? Do I belong on this board?
  - Faye: Loyalty Survey – Aaron Demro; QOL – Dr. Aaron Sawyer; Dr. Sawyer will provide details of survey a week before the Feb meeting, will present at retreat.
  - Faye: Dr. Sawyer won't be able to continue data analysis for WQW; gave recommendations for successor.
  - Brian: BHAG? Real focus is truly on where we are going & what do we need to do (internal & external) to provide more & better.
- February Board Agenda Faye
  - Conflict of Interest minutes approval (Dec & Special Meetings & attachments); EG should not vote on the minutes, make a notation in the minutes of this detail. Not consent agenda, it will be first item of the discussion agenda.
  - Budget Approval
  - Board Meeting dates & times
  - Governance Committee; Brian – don't need a one-for-one replacement; Tom – consider timing & number of new members; Ed – good involvement, visibility, better served with local & well known. Diane – don't feel that we must fill a role, are they the right fit; Tom – do they need to be on the board or can they be a better resource in other ways; 3 of 4 Ex Com are old guys, a handful of young people, missed the middle group (50s), think of time commitment and availability.

- Faye: suggest do homework ahead of the Feb board meeting to find out what issues are to narrow scope of discussion.
- Brian & Tom will follow-up direct with key BOD re date/time issues or commitment; DB – online survey to get feedback.
- Policy Updates, clean hard & online policies; annual signing.
- Updates on additional, standing committees & member; G&A kept track of committee matrix (Faye will provide to Tim & ask him to review & update)
  - Brian – standing committees are part of the Bylaws; all others are sub-committees (composed of board & staff).
- Bylaws vote.
- Finance report (YE numbers).
- Provide pre-meeting workbook.
- Update - Director of Operations Search Faye
  - Plan to offer to Michael Powell; applied for Program Director; great experience in operations, personnel, data management, veteran, HR experience; recommended by Joe E & a volunteer (Tom Dolan). Salary discussed.
  - Tom: Reference checks? Not yet. Forwarded to Eric & Ed met with him yesterday.
  - Ed: grounded, solid experience, no non-profit experience.
- Staffing Related Issues Faye
  - All is good; both have indicated the same.
- Committee Meeting Minutes Diane
  - Need for transparency, provide a report.
  - FX – any information about the participants; being involved, knowing who's participating? Inclusion. Establish a standard. Provide information to BOD to keep engaged.
- Establishing a Standing Program Development Committee F/E/T
  - Faye: talked with Laura Hoehn, asked opinion; counselor feedback – minimum of scope & purpose statement, approved by BOD, subcommittee might need to be renamed, effort & enthusiasm for programs should be put into strategic planning process. Drafted a scope & purpose statement.
  - Ed: will continue to push on this; all we've served have had a great experience, created bond of trust; we have an obligation to bring them along. We're not moving forward, we need strong effort to get back to them & identify how to find out their needs & how to provide. Organized and consistent follow-up. Find out what they are doing & how can we help. (Not what we think they need.) Then figure out what we need to do to meet these needs.
  - Faye: interaction with other organizations serving the same group happens internally; moving forward, new programs & partnerships & reaching out to Warriors to find out their needs. Refer Warriors to other organizations all the time. No one is saying we don't need to follow-up, etc. Everyone is in agreement about needing to find out what we need to do to grow. At the beginning of the retreat – Program Sub-committee will

talk about what we are doing, how are we doing and all of the opportunities that have been identified.

- Brian: need to do a better job of keeping the BOD apprised of what progress is being made and how.
- Faye: set regular meeting, consistency; develop purpose & scope
- Recommendation: pending the update from the Program Sub-committee at the February meeting. Transparency of progress in development of programs.
- Policy/Procedure for Use of WQW Facilities Tom
  - December 2016 – QWR Use Procedure
- Board Bonding Activity Tom
  - All BOD volunteer FX, excluding Moms?
  - Faye: feedback of the FX experience, ability to separate board role from companion role, realistic scheduling, carefully consider the individuals and their roles.
  - Consider for 2020 FX schedule
- Expansion of The Executive Committee All
  - Brian: What is the rationale? Appoint a board member for a 6-month tour & rotate, attend 3 meetings and get insight. Don't need another Vice Chair.
  - Ed: Good opportunity for folks that question results or disappointed, get them involved. Ex-Officio participant.
  - Diane: Add rotating for a year, gives good perspective, not 2<sup>nd</sup> Vice Chair.
  - Tom: succession planning for EXCOM. Board Member At-Large.
  - Follow-up: Faye to seek counsel regarding Bylaws. Prefer to establish this year-long position on a trial basis in 2019. Will roll-out at February meeting and solicit new EXCOM member (as per Bylaws, may be appointed by BOD).
- Items from the Floor
  - Evolution of relationship with Eric; Brian/Eric – quarterly meeting.
  - FX – open invitation to dinners? Limited number at BBQ & FF101. How are these decisions being made? Keep number to a point where it's not shutting down conversations.
    - Internal policy: every FF101 & BBQ 2018 there was a guest or two at every FX.
    - Going forward - invitation to board members exists and needs to be planned. Staff (maybe April) sends an email out to BOD with a reminder to invite at next event and RSVP. Also includes potential donors, neighbors.
  - PATHH – Boulder Crest Retreat, facility & retreat centers (DC & AZ); identify & bring on two program delivery partners (like WQW) to train in the PATHH program. Potential partnership would start in '20. Saul, Chris or other WQW representative would be approved as a participant (in '19). 7-day event to kick-off 17-month program. The PATHH program is an online app. Require the partner to commit to 7 of the 7-day events/year. WQW would recruit, BCR would provide support and would fund the event. They

are flexible on timing (Q1 ok). To be discussed in Program Subcommittee and at retreat.

- Executive Session Board Members
  - Closed session
- Adjourn 7:50pm