

Winchester Council on Aging
Agenda April 07, 2021 9:00 a.m.
Tom Howley, Presiding Chairperson

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1. Acknowledgement of anyone from the public
2. Approval of March 10, 2021 minutes-see attached
3. Old Business
 - a. Current Covid Operations and Vaccinations
 - b. Collaborative Update
 - c. Intergenerational Programing-Rebecca Dodge-Watson
4. New Business
 - a. Winchester Mt. Vernon House Funding Initiative
 - b. Revision of By-Laws-see attached
 - c. Board Development-see attached Ma Office of Elder Affairs
 - d. Election of Board Officers –Joan Grenzeback, Nominating Committee
 - e. Strategic Pillars/COA 2021 Goals and Objectives
5. Standing Reports
 - a. WSA-Rob Ain and Christine Kowalczuk
 - b. Transportation Committee-Joan Grenzeback
 - c. Housing Partnership Board-Ted Martin
 - d. Minuteman-Margy McIndoe
 - e. Director's Report-Phillip Beltz-see attached
6. Date of Next Meeting- May 12, 2021
7. Adjournment

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**BYLAWS OF THE
WINCHESTER COUNCIL ON AGING**

ARTICLE 1

AUTHORIZATION AND NAME

This Council on Aging (herein noted as COA and/or Council) appointed by the Town of Winchester's Select Board, pursuant to the affirmation vote on Article 25, by the Winchester Annual Representative Town Meeting, March 15, 1973, shall be known as the Winchester COA. It was formed in June 1973.

ARTICLE 2

MISSION AND BRIEF HISTORY

"The mission of the COA is to identify the needs of Winchester's seniors and to meet those needs through services, education, and advocacy."

COA Program Description:

The COA is the local government agency, established by Massachusetts Law, to meet the needs of older adults within the community. The mission of the COA is to identify the needs of Winchester's seniors and to meet those needs through services, education and advocacy. The COA is governed by an eleven member Board appointed by the Select Board. Professional staff assist the Board in carrying out its Mission.

Staffing:

The staff consists of the following: Director, licensed social worker, registered nurse, transportation coordinator, administrative secretary, senior clerk and bus drivers to implement the COA's programs and services. In addition the COA contracts for consulting services with a financial counselor and nutritionist. Over 75 volunteers play an integral role in helping staff fulfill the COA mission.

The COA Director also functions as Director of the Jenks Center. In this capacity, the Director supervises COA staff and additional staff of the Winchester Seniors Association (WSA) that includes a program manager, facilities manager, business administrator, community liaison and 3 part-time facilities staff. The Director also fulfills program reporting requirements to funders and prepares grants to address gaps in services as well as supervising the tax abatement work program for seniors. The Director works cooperatively with the Winchester Seniors Association and Winchester Seniors Association Trust.

ARTICLE 3

MEMBERSHIP

Section A: Regular Members:

The membership of the COA is composed of eleven members, who serve without pay and are appointed by the Select Board. Service of board members is limited to two consecutive three year terms. ~~The Select Board may appoint a retiring member for one additional term. Their terms shall be staggered. A vacancy in membership shall be filled by the Select Board.~~

~~Following approval by a majority of the Members of the COA the Select Board may appoint a retiring member for one additional term.~~ Board member terms shall be staggered.

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Section B: Associate Members:

In order to broaden the basis of expertise, the Council may appoint Associate Members to a term of three years. Associate Members may be reappointed for additional terms. They shall be encouraged to attend meetings but without the right to vote or hold office.

Section C: Member Requirements:

COA members are residents of the community of Winchester who are committed to improving the lives of Winchester seniors. COA membership should be sensitive and reflective of the Town's commitment to diversity. New members are required to attend an orientation about the COA and the Jenks Center.

Section D: Member Responsibilities:

There is an expectation that members will attend at a minimum 7 meetings a year and participate fully in meetings through reading the agenda in advance of meetings along with any associated attachments. ~~Members are also expected to be engaging in~~ respectful, critical thinking, listening, and discussion at meetings. Members will agree to participate in one of the standing committees as needed and adhere to the Town's applicable laws, regulations and policies.

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ARTICLE 4

OFFICERS

Section A:

1. The officers shall be a Chairperson, Vice Chairperson, ~~Finance Officer~~ Treasurer and a Secretary.

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The terms of officers are as follows: Chairperson two years and all other officers one year.

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2. -The officers shall perform the duties prescribed by the bylaws.

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Section B:

The Chairperson shall preside at all meetings of the COA, appoint ~~committee chairpersons as necessary,~~ and serve as an ex-officio member of all committees, except the Nominating Committee. The Chairperson shall work with the Director to prepare meeting agendas, strategic planning and implementation of COA goals and objectives. The Chairperson shall serve not more than ~~two two-year~~ two consecutive terms.

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Section C:

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The Vice-Chairperson shall preside at all meetings and assume the responsibilities of the Chairperson when necessary.

Section D:

The ~~Finance Officer-Treasurer~~ shall ~~review~~oversee COA funding and spending and report quarterly to the Board regarding budgets and account balances.

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Section E:

The Secretary shall keep written records of all COA meetings and -proceedings including agendas, minutes, special correspondence, etc.

ARTICLE 5

ELECTIONS

Section A:

~~The officers shall be elected annually. Within the first quarter of the year, but no later than the first regular meeting in March, the Chairperson of the COA shall appoint a Board Development/Nominating Committee. The Board Development/Nominating Committee shall present a proposed slate of officers to be voted on by the Board COA, at the last regular meeting in April. Other than the Chairperson, other officers shall be elected annually. Officers other than the Chairperson shall be elected annually.~~

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Section B:

~~In the event of a vacancy in an officer position the Board Development/Nominating Committee shall recommend a be-filled-by-the-recommendation-candidate to fill the vacancy to be voted on by the Board. of the Chairperson and voted on by the Council.~~

ARTICLE 6

STANDING COMMITTEES

Section A:

The following standing committees were formed to assist staff with fulfilling the COA mission to address critical needs of Jenks Center patrons:

Board Development/Nominating Committee: ~~The board development/nominating committee shall consist of one chair who is not the chairperson of the COA along with two other board members selected ad hoc by the Nominating Committee Chairperson to formulate a slate of officers when necessary as well as identify new board members and associate board members. Members of the Board Development/Nominating Committee are charged with finding members whose backgrounds and interests align with the mission of the COA. In addition to recruiting new members for approval by the board and~~

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~~subsequent recommendation of board members to the Select Board for approval, the Nominating Committee may assist with orientation of members.~~

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Transportation Committee: The transportation committee meets monthly under the direction of the Transportation Coordinator to evaluate COA transportation programs and make recommendations to existing programs.

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Community Engagement Committee: The community engagement committee encourages COA/Jenks Center participation with other organizations in Town that may include: Housing Partnership Committee, EnKa, Chamber of Commerce, Disabilities Access Commission, etc. At the request of the Chairperson, this committee also attends meetings of community organizations, the Select Board, meetings and meetings of faith-based institutions to advocate concerns and issues of Winchester's older adults.

~~**Nominating Committee:** The nominating committee shall consist of one chair who is not the chairperson of the COA along with two other board members selected ad hoc by the Nominating Committee Chairperson to formulate a slate of officers when necessary as well as identify new board members and associate board members.~~

ARTICLE 7

MEETINGS

Section A:

The COA shall hold a minimum of ten monthly meetings per calendar year. Special meetings may be called by the Chairperson or a majority of the Members.

Section B:

The quorum of the COA shall consist of a majority of the members.

Section C:

Official meetings shall be governed by Roberts Rules of Order with exceptions as adopted by this COA.

ARTICLE 8

STANDING RULES

The Council:

- a. Shall cooperate with the Commonwealth of Massachusetts Executive Office of Elder Affairs.
- b. Shall keep informed of all State and Federal legislation concerning funding, information exchange and program planning.
- c. Shall collaborate with public and private agencies working wholly or in part in the field of aging in Winchester.
- d. Shall present an annual report to the Office of Elder Affairs, the Select Board, the Winchester Seniors Association and the Winchester Seniors Association Trust.
- e. Shall be authorized to recommend a paid Director and such other staff as may be necessary, all of whom are appointed by the Town Manager and Select Board.

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f. Shall seek out and negotiate the necessary agreements for needed financial resources from the Town, Regional, State, and Federal Agencies. In kind grants and contributions from private sources may be sought. The Council may work on joint enterprises with the Winchester Seniors Association.

ARTICLE 9

RELATIONSHIP WITH THE JENKS CENTER

The COA board members and staff shall work collaboratively with the Winchester Seniors Association and the Winchester Seniors Association Trust to maximize outcomes for older adults living in Winchester and the region. This will be accomplished through strategic planning efforts that include joint programing, support of facilities development and on-going operations/maintenance, etc. building a culture of collaboration between the three organizations which are the Jenks Center.

ARTICLE 10

AMENDMENTS

These bylaws may be amended at any regular meeting of the COA by a vote of two-thirds of the members. All amendments must be presented in writing at least two weeks prior to voting.

June 1, 1988
Revised:
May 1, 1990
February 9, 1993
June 13, 2007
November 18, 2009
June 12, 2012
August 11, 2016
September 14, 2016
February 12, 2020
April 14, 2021

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March 24, 2021

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To: Winchester Council on Aging Board

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Fr: Phillip Beltz

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Re: Summary Board Report-COA Director- March 2021

TOWN OF WINCHESTER

Staff Development/Personnel:

- COA staff continue presence at Jenks plus working remotely – ad hoc Zoom meetings.
- Staff meeting with staff to discuss planning or reopening, implementation tasks to enable reopening, etc.

Director Professional Development

- Weekly Zoom meetings with regional COA directors and Minuteman.
- Participation with WSA and WSAT board meetings and Collaborative meetings.
- Attended virtual meeting with MA Office of Elder Affairs Coordinator, Adam Frank, seeking to learn about different COA adaptation strategies re Covid.
- Department head meeting with Town Manager.
- Meeting with Shamus Bradley of Finance Committee to discuss proposed COA 2022 budget revisions.

Program and Administration:

- With Winchester Board of Health, planning of two Covid vaccination clinics in March first does: March 2nd for vulnerable Winchester residents (96 administered) and March 15th for residents age 65+ (170 administered.) Second dose clinic delayed but now planned for March 26th.
- Attended Transportation Committee meeting and tasked to ascertain whether possible for volunteer drivers can receive insurance stipends.
- With staff, development and dissemination of April 2021 newsletter.
- Continued with Cummings Intergenerational program leadership meetings, including March 10th Winchester Public Schools professional development seminar.
- With staff, continuation of development of virtual programs.
- With Social Worker and Nurse, hosted "volunteer telephone reassurance" "CPR" training to reach out to homebound and isolated seniors.
- Provided assistance to WSA Events Committee re St. Patrick's day event.r.
- Meetings with Rob Ain and Christine Kowalczyk to foster communication.
- Continued with assistance to search committee for interviewing WSA program director position.

Community Outreach and Engagement:

- With Winchester Public Library community liaison, continued planning new program of Documentary Club with third feature "Living to Be 100."

WINCHESTER COUNCIL ON AGING
MINUTES – via Zoom
March 10, 2021 – via ZOOM

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Attending: Tom Howley, Rob Ain, Phillip Beltz, Michael Britt, Rebecca Dodge Watson, Joan Grenzeback, Wei Han, Ted Lamson, Ted Martin, Margaret McIndoe, Jane Murray, Carol Thomas
Not Present: Ruba Gnanaratnam, Christine Kowalczyk

Tom called the meeting to order at 9:10. Minutes of the amended February meeting were unanimously accepted.

Old Business

Covid-19: Phillip reported a clinic, held Tuesday, March 2, administered 96 doses of Covid vaccine. A second and final clinic, scheduled Monday March 15, will administer about 100 first doses. He expects to contact eligible vulnerable recipients through a robo call broadcast tonight, March 10. Second vaccine dosages have not yet been scheduled, pending information from the state regarding available inventories. After Monday, March 15, first vaccinations will be available at local pharmacies.

Mt. Vernon House - due to Covid concerns, their board is postponing action on our proposal for funding to develop food and activity related programs.

Program Manager – Rob and a group of three board members are interviewing candidates to fill this recently vacant position.

New Business:

Board Development – Joan and her nominating committee, Wei Han and Rebecca have begun filling an Excel program they plan to use as they develop a slate of officers. She asked everyone to let her know when they were named to the COA.

Bylaw Review – as part of their regular review of the COA bylaws, Joan and her committee have developed amendments for discussion. Joan reviewed proposed changes to Article 3 Membership- Section D and Article 4 - Sections B, D, and A. After a lively discussion of issues such as term limits, term lengths, overlapping terms and clarity Tom and Joan assured the group they will bring revisions for COA approval at the COA's April meeting.

Pillars/Goals & Objectives - At their recent meeting, the Collaborative reviewed the Council's Objectives for 2021 promoting intercultural and age-friendly programming. Tom noted the group is actively reaching out to determine programs that will be offered when the center reopens.

Rebecca reported that the group developing town-wide theater and cultural programming is searching for seniors to join their efforts.

Standing Reports

These reports were made after a short interruption - the Zoom connection needed to be reestablished.

WSA: Rob did not have additional topics for discussion.

Transportation: Joan reported the van continues limited service such as taking patrons to the En Ka food pantry and supporting blood pressure clinics. Phillip is checking with the state regarding insurance issues.

Housing Partnership: Ted Martin reported has not been able to attend recent meetings. Tom noted that the Planning Board has approved by 4-1 vote the proposed True Value project. When completed, this project should provide several needed housing units.

Minuteman Senior Services – Margaret noted the petition filed by Mass Home Care through the Division of Administrative Appeal appealing a recent rate setting action by the Executive Office of Health and Human Services and Executive Office of Elder Affairs has been denied.

The next Council on Aging meeting, by ZOOM, will be Wednesday, April 14 at 9AM.

The Meeting adjourned at 10:10

Respectfully submitted,
Margaret McIndoe

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A Guide for Board Members

Produced by the MA Executive Office of Elder Affairs

July, 2015

Charles D. Baker, Governor

Alice Bonner, Secretary

KNOW YOUR MISSION

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Authorization

TOWN CLERK
TOWN OF WINCHESTER
A Council on Aging (COA/Council) is a department of municipal government authorized under Chapter 40 Section 8B of the Massachusetts General Laws. This "permissive legislation" allows a municipality to establish a Council on Aging for the purpose of coordinating or carrying out programs to address aging issues in coordination with the programs of the Executive Office of Elder Affairs.

Responsibility

As a COA board member, you are responsible to the elected body of your town or city government and ultimately to the citizens of your community. Understanding your charge is essential. Is there a legal charter that established your Council? If so, it may specify your responsibilities as a board member. This charter (or warrant article) may define the COA's mission; if not, the board should seriously consider adopting its own mission statement.

Mission

Your duty is to understand, support and carry out the COA's mission on behalf of the aging population. What makes the COA unique? You are, in fact, the only public social service agency in most cities and towns in the commonwealth. What defines aging? Some COAs target "aging" services starting at age 50. (Aging is **not** defined in the enabling legislation.) COAs help seniors remain independent and in the community by providing information, choices, support and opportunities: in effect, linking needs and resources.

COAs identify unmet needs and develop and implement programs, services and activities to meet such needs. Many COAs incorporate education and advocacy on behalf of seniors into their mission statement. Regardless of the exact language, board members must understand and be committed to the agency's mission.

YOUR LEGAL OBLIGATIONS

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Your COA is a governmental body that functions within your municipality's legal framework. As a COA board member, you need to understand the state laws that affect you and all COA board members across the state. Because you have a public responsibility, you share many of the legal and ethical obligations of elected officials. The following apply to every COA and to you as a board member:

Open Meeting Law—MA General Laws (c.39, s.23 A-C) states that "All meetings of a governmental body shall be open to the public and any person shall be permitted to attend any meeting except as otherwise provided..." This requires public posting of meeting notices and discussion topics prior to a COA meeting. (Cf. your town/town clerk or go to <http://www.mass.gov/ago/government-resources/open-meeting-law/>)

Public Records Law—MA General Laws, c.4, s.7 states that "Any person has an absolute right of access to public records." Although that phrase continues to include items such as minutes and financial statements, an amendment to the COA enabling legislation (c.40, s.8b) in 2002 precluded access to records containing personal identifying material such as name, address, telephone, e-mail or participation in specific programs/services.

Conflict of Interest Laws—MA General Laws, c.268A "sets a minimum standard of ethical conduct for all municipal employees and officials." This applies to municipal officials and employees whether elected or appointed, full, part-time, paid and unpaid positions: anyone who serves in local government. The purpose of the law is "to ensure that public employees' private financial interests and personal relationships do not conflict with their public obligations." This includes even the perception and appearance of conflict. It provides for full disclosure of any conflicts of interest and abstention of voting on such matters. *

* A Practical Guide to the Conflict of Interest Law for Municipal Employees: MA State Ethics Commission.

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Solicitation of political contributions by employees. In the eyes of the state you are considered a municipal employee; therefore, you cannot solicit funds for a political candidate.

Fundraising is not permitted. MA General Laws, c.44, s. 53 E ½ authorizes the use of revolving funds. Municipal bodies (e.g., Councils on Aging) may retain and expend program revenues with the annual approval of the municipality (which also may set limits as to how much revenue may be generated from the revolving fund). Nonprofit "Friends of the (x) Council on Aging" are often created to raise funds on behalf of the COA (... with the permission of the COA).

Fair Information Practices Act. MA General Laws, c.66A, s.2. The Commonwealth has very strict regulations regarding the confidentiality of client records and information. Be very careful that information you may have learned about COA clients is not disclosed to others. Council on Aging records that disclose identifying details such as name, address, telephone, e-mail or even which particular programs s/he attended are **not** a matter of public record.

Criminal Offender Record Information. (CORI) MA General Laws, c.6, s.167A, 172; c.30A. The CORI process is designed to protect the general public from exposure to potentially dangerous ex-offenders. CORI checks apply to COA staff, board members, volunteers and others likely to have "unsupervised contact with seniors."

COA bylaws are legally binding; check with your board (or city/town) clerk for a copy. Bylaws should comply with your municipal bylaws or ordinances: they constitute the board's operating procedures, how the board is structured and how it conducts business. This includes qualifications of members, duties, the nominating procedure, termination, powers and responsibilities of officers, terms of office, quorums, standing committees, conflict of interest policy, frequency of meetings, and procedures for amendment.

YOU AND THE DIRECTOR

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Selection and Evaluation

COA directors are hired by and ultimately responsible to the appointing authority -- typically the chair of the Selectboard or Mayor, the town/city manager or administrator or, very rarely, the COA itself. The appointing authority has the power to hire, evaluate and/or terminate the director. Know and observe your local policy or rules regarding this administrative practice.

Partnership

Regardless of how your director is hired or evaluated, ongoing communication between the board (especially the board chair) and the director is vital. Board advocacy complements the director's role: the ideal team/partnership offers multiple perspectives, but ultimately relies on and benefits from a shared vision, voice and goals. Effective teams operate best through mutual commitment, focus and understanding.

Policy and Management

COAs boards typically serve in an advisory (not governance) capacity. Board members help set/review agency policies in conjunction with the director. The director manages daily operations. Involvement in day-to-day functions/operations is neither a board role or responsibility: the board does **not** direct the director.

Board and Service Volunteers

Board members (may) also serve as volunteers. This is a dual role: you officially share in the leadership of the organization, but as a volunteer you work under the supervision of the director. It is the director who has the responsibility for the hiring and supervision of paid staff and unpaid volunteers.

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WATCHING THE BUDGET

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The budget reflects the Council's program goals and priorities. It identifies the fiscal resources available to carry out your services and activities. As stewards of community funds, COA boards have a fiduciary responsibility to:

Know what is in (and not in) the COA budget.

Are revenues and resources sufficient to support needed programs and services?

How do COA services benefit from other local resources (e.g., first responders, public health)?

Advocate through the municipal budgeting process. Attend warrant ("fincom") hearings and/or at town meeting. Consider charts and graphs, but stories are powerful as well.

Monitor the budget. Compare expenses to the budget at least quarterly. You needn't know how many paper clips are being bought, but you should be satisfied that expenses and revenues are in sync with the budget. Oversight helps ensure that state (Formula) grant funds are expended within the fiscal year so as to minimize carryover. (Pretend the fiscal year ends before June 30th.)

Be accountable to seniors and the rest of the community. Be confident that the money is being used properly.

Other resources. Volunteers substantially increase (and may even double) the value of local appropriations. Such efforts should be acknowledged and recognized as essential to meeting COA service needs. You may approximate the Full Time Equivalent (**FTE**) worth of volunteers by assuming that each 2000 hours of volunteer service equals the cash value of one, full time, (FTE) paid employee. (40 hrs./wk. x 50 wks./yr.) In-kind donations or contributions should be noted and recognized.

YOUR PLANNING ROLE

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All COA boards should be involved with the director in planning (and/or reviewing) annual and long term goals. Planning translates your mission into specific programs and services: it tells you what resources are needed. Even though implementation is chiefly a staff function, you may have a role in developing and monitoring the plan.

- Understand what each program offers. Does it reach the intended audience? Is it effective? Do you track changes in units of service over time?
- Identify local problems, concerns and **unmet** on a regular (at least annual) basis. Are you taking advantage of the annual municipal census? Contact the city/town clerk in advance to request inserting a **brief** (two question) survey to track transportation and emergency support needs.
- Set realistic, measurable outcomes in priority service areas.
- Define/refine strategies to reach outcomes; develop/update action plans as needed. Is the COA listening **and** learning?
- Is the approach in line with the budget & staff/volunteer resources and/or expectations?
- Numbers, data, stories and graphics matter. How have efforts (e.g., "SHINE" volunteers or SNAP applications or rides) in dollar terms benefited seniors? Communicate with elected officials and other department heads about needs and mutually beneficial activities: this may (in fact, should) create or improve visibility and responsiveness.
- Review the plan regularly and repeat the cycle as needed.

HOW WELL ARE YOU DOING?

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Evaluate Your Programs and Services

COA boards need to evaluate and monitor short and long-range plans. It should regularly ask itself:

- What are we doing well?
- How do we know that?
- Are programs and services cost effective?
- What improvements are needed? Feasible?

Attend a program and **get feedback** from participants! Do not assume programs and services are meeting elder needs. Programs may need refinement. New constituencies arise/arrive via fitness and support programs, training, education, media, **cable**, population shifts and grant incentives. Flexibility matters.

Let the city/town know about the results of your program monitoring and evaluation: this provides assurance that money is being well spent -- and it can strengthen the community's commitment to its elders.

Evaluate the Effectiveness of Your Board

An engaged and supportive board is instrumental to addressing your agency mission. Members should ideally reflect the variety of the community and the knowledge and perspective needed to respond to change. Board (and officer!) rotation can help ensure a balance of perspectives, strengths and interests to sustain and grow programs and services.

Some COAs have changed their bylaws to set term/office limits. This approach eases transitions and anticipates changes that may occur for health, caregiving or other reasons. Bylaws should identify the nominating process, desirable backgrounds and committee duties, terms and expectations. Consider asking prospective members to attend at least one board meeting prior to nomination. Consider designating honorary "associate members".

IS YOUR BOARD EFFECTIVE?

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The COA Board Should See That Each New Member:

- TOWN OF WINCHESTER
- receives an orientation to the Council;
 - is provided committee job description(s);
 - obtains the bylaws under which the Council operates;
 - understands the roles of volunteers and staff;
 - has a clear understanding of the board / director relationships and responsibilities. (It's a partnership.)

The Council Should Have a Clear Mission Statement and Written Policies and Procedures to Ensure That:

- program goals and objectives are set;
- services are described;
- programs fulfill the mission;
- resources are used properly;
- feedback is obtained and periodically evaluated.

The Chair may Help Increase the Effectiveness of Board Meetings by:

- planning the agenda with the director in advance
- distributing the agenda, committee reports, and motions in advance;
- starting and ending board meetings on time and adhering to the time frame (agreed in advance -- with director as applicable) for **each** agenda item;
- inviting/encouraging/facilitating participation and adequate discussion;
- determining/confirming what action(s) should be taken;
- using a committee structure to provide in-depth information and guidance, as needed.

WHAT ARE YOUR INDIVIDUAL RESPONSIBILITIES?

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All responsibilities previously discussed related to the COA as a board: knowing the mission, understanding legal obligations and the partnership role, watching the budget, planning and monitoring, and otherwise contributing to an effective board.

However, as an individual, you have additional responsibilities to the community. These are to:

- maintain a commitment to the mission;
- attend board meetings and committee meetings, as applicable
- prepare for meetings by reviewing the agenda and reading distributed materials in advance;
- know the issues and be prepared to ask questions;
- vote and do not be reluctant to dissent if you are opposed;
- serve on at least one committee;
- keep yourself informed about aging issues;
- support the board and the director;
- be an ambassador for the COA and act as an advocate on behalf of elders in your community (and elsewhere if that is your vision).

COA BOARD MATRIX – Responsibilities and Focus

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AGENCY COMPONENTS	BOARD MEMBER	BOARD CHAIR	DIRECTOR/ Coordinator
AGENDA	Submit Items. (Sub)Committee reports.	Set (timed) meeting agenda with director.	Develop meeting agenda jointly with board chair.
BOARD MEETINGS	Attend; participate	Attend; facilitate	Attend; advise; report.
MANAGEMENT	Solely in the absence of paid staff. Does not hire/ review/ manage/supervise the director.*	Focus/oversee board activities. Motivate and develop members, committees. Does not hire/review manage/supervise the director.*	Direct and supervise daily operations including oversight of staff, volunteers (and providers or contractors), as well as facility/grounds.
BOARD MEMBER DEVELOPMENT and ORIENTATION	Participate. Be attentive to recruiting and/or supporting new members on behalf of the agency mission. Recruit candidates.	Maintain short/long term planning orientation for program development. Enhance two way communication. Recruit candidates.	Participate, (help) prepare orientation package, recommend new members. Recruit candidates.
VISION, MISSION, LONG TERM PLANNING, PRIORITIES, GOALS, OBJECTIVES, POLICIES, PROCEDURES (macro)	Determine through discussion. Advisory... but <i>act</i> in good faith with agreed board goals and objectives.	Articulate; confirm. discussion. Advisory... but <i>act</i> in good faith with agreed board goals and objectives.	Recommend, develop, record, implement (with board, as appropriate).
STAFF/VOLUNTEERS	May assist with outreach.	May assist with outreach.	Recruit. Interview. Decide. Conduct staff meetings.
FUNDING or OTHER SOURCES	Be attuned and/or relate to potential resources & program opportunities. Optional: membership in community/business orgs.	Be attuned and/or relate to potential resources and program opportunities. Optional: membership in community/business orgs.	Research/prepare funding proposals. Seek sponsorships; collaborate with agencies/providers. Optional: membership in community/business orgs.
SELF EDUCATION	Attend conferences and trainings; question, listen; evaluate, learn.	Attend conferences and trainings, question, listen, evaluate, learn.	Attend conferences and trainings, question, listen, evaluate, learn.
COMMUNICATION	Direct through the Chair	Facilitate between Board and Director	Direct through the Chair
ADVOCACY	Represent elder interests.	Represent elder interests.	Represent elder interests.

*Unless the board is the appointing authority.