

Boyer Agenda for Council of State Presidents March 23, 2016

From: Walton Boyer <walton.boyer@me.com>

Sent: Saturday, March 19, 2016 10:23 AM

To: &Pat Arends; &Dick Clarke; &David Curtis; &Margaret Griffin; &Wilfred (Will) Holton;
&Gerard Hyland; &Joan Lewis; &Mike Lilly; &Jim McClaine; &William Ratcliff; &George Tjiattas;
&Brenda Tremoulet; &Bert-Ron Whalin

Cc: Bob Nicholson; Jack Cumming

Subject: Meeting of the Council of State President on March 23rd

This is the fifth of five emails (because of their length and size) announcing the next teleconference meeting of state presidents to be held at 2:00 PM EDT, 1:00 PM CDT, 12:00 NMDT, and 11:00 AM PDT on Wednesday, March 23, 2016.

NaCCRA's President, Bob Nicholson, is visiting Frazier Meadows in Boulder, CO, on his return from the LeadingAge Conferences in Washington, DC. I thought you may be interested in some of the preliminary exchanges.

Warmest regards,

Walton Boyer

Begin forwarded message:

From: Robert D Nicholson <rdnern2@gmail.com <mailto:rdnern2@gmail.com> >

Subject: Re: Visit to Frasier Meadows

Date: March 16, 2016 at 1:43:42 PM EDT

To: mk forsythe <mikekayforsythe@gmail.com <mailto:mikekayforsythe@gmail.com> >

Cc: Al LeBlang <golfski02@yahoo.com <mailto:golfski02@yahoo.com> >, Jim Wolf
<jnwolf2860@comcast.net <mailto:jnwolf2860@comcast.net> >

Thanks you, Kay. It is so very helpful to have your 5 areas where you have concerns and questions. I promise I will do my best to focus on these areas and tailor the time together to

make this possible. You must know that I have been in this leadership role for under 120 days, days that have been filled with challenges and a steep learning curve!

In preparation I will have met in Denver with both LeadingAge Colorado and the State of CO commissioner who heads the state's regulatory agency overseeing CCRCs.

I have copied my emails to Al LeBlang on these contacts and he can share them with you. I am traveling and using a I Pad that is still challenging to me to bring up that information.

I have also been in touch with NaCCRA's Research Director to offer to me his input to make this a productive time together. In WDC we have just completed NaCCRA and

LeadingAge meetings. Our first gathering of four persons from the LA board and four from NaCCRA board went very well. We also had more than an hour with Katie Sloan new LA CEO and President at our NaCCRA gathering Sunday morning.

NaCCRA Board has approved and is moving to ask the membership to ratify new by laws that will strengthen and expand our membership, a growth we need, i.e. individual members, to provide the strength in numbers we need to be

an effective influence in the federal legislative area vis a vis

our residents and other older adults and provide revenue we need to do the job. Ours present budget of under 50,000 per year limits the amount of work we can accomplish.

It might be worth considering, and I would certainly welcome the opportunity, to come to FM on Sat for lunch or afternoon or

Sunday after church and meet with you, Al, Jim Wolf or any others, just to check signals. I can be reached by email and will telephone Al when I arrive late Friday in Boulder.

Thank you again.

Bob N.

Rev Robert D. Nicholson, President

NaCCRA

450 NE 100th Street

Seattle, WA 98125

(206) 524-6040

On Mar 15, 2016, at 7:10 PM, mk forsythe <mikekayforsythe@gmail.com
<mailto:mikekayforsythe@gmail.com> > wrote:

Reverend Nicholson,

Several residents of Frasier Meadows have been working with Al LeBlang
arranging your visit and presentation here. We are so pleased you will be able to join us. Our
group is particularly interested in learning from you:

1. The outcomes of your task force meeting with Leading Age regarding working
with NaCCRA;
2. How we can influence Leading Age to allow residents of Colorado to
participate in their state organization;
3. How we can best work toward national protective regulations for CCRCs;

4. The role of NaCCRA in the next 10 years; and

5. A specific interest at Frasier is learning how other CCRCs include residents in governance and providing for resident input.

We are looking forward to meeting and sharing information with you and our CCRC guests from Centennial and Loveland. We have scheduled one hour for your presentation plus 15 minutes for questions.

Thank you very much,

Kay Forsythe

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&Brenda Tremoulet; &Bert-Ron Whalin

Cc: Bob Nicholson; Jack Cumming

Subject: Meeting of the Council of State President on March 23rd

Attachments: Board Governance for Non Profits.ppt; Untitled attachment 01407.htm

This is the third of five emails announcing the next teleconference meeting of state presidents to be held at 2:00 PM EDT, 1:00 PM CDT, 12:00 N MDT, and 11:00 AM PDT on Wednesday, March 23, 2016.

Attached is a 52 slide PowerPoint file called Board Governance for Non Profits. The Title of the presentation is "Non Profit Association Board Training" by Bennett Napier, President and CEO of Partners in Association Management. Bennett has put this together over several years to help non-profit Boards, and I am hoping it can help us to prepare guidelines for the future in selecting and nominating candidates for position of leadership in NaCCRA. Bennett tells me it is not copyrighted and you are welcome to use it in your own organizations as you may see fit. I have taken the liberty of adding slide numbers to the slides in the lower right-hand corner for identification.

My vision is that we will not be able to go through this presentation in a one hour meeting and select those portions that apply to a guidance document for selecting leadership candidates. Therefore I will be asking you to do this and communicate by email over the next two months in the development of that document. The real purpose of the discussion on March 23rd is to see if anyone has a better approach to handling this exercise, or has other material that may be helpful to distribute.

Warmest Regards,

Walton T. Boyer, Jr.

President-Elect, NaCCRA

25 Sheffield Circle,

Asheville, NC 28803-3418

(H) 828 277-6493

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Subject: Meeting of the Council of State President on March 23rd

This is the fourth of five emails (because of their length and size) announcing the next teleconference meeting of state presidents to be held at 2:00 PM EDT, 1:00 PM CDT, 12:00 NMDT, and 11:00 AM PDT on Wednesday, March 23, 2016.

There were four meetings in Washington, DC, this last weekend, the NaCCRA Board met on Saturday, a NaCCRA Membership meeting was held on Sunday, a Joint Task Force Between NaCCRA and LeadingAge met on Monday, and some members participated in LeadingAge arranged meetings with Senate and House staff on Tuesday. I am highlighting some of the principal; activity only. This is not a full minute of the meetings. I have interspersed some

personal comments in this report. They should be considered my reflections on what was done, decided (or not decided), and not the attitude or position of others present.

Board Meeting - 12 March 2016

1. An Affiliation Agreement signed between NaCCRA and the Washington State Continuing Care Resident Association was approved making them a chapter of NaCCRA under NaCCRA's Charter from the State of Maryland and as a 501(c)(3) not-for profit entity under NaCCRA's IRS registration. The Agreement provides a legal status for the Washington State organization, allows it to operate independently within the state, calls for the NaCCRA dues to be split between the national and state organizations, and allows Washington State to obtain its own State Charter and IRS registration at some future date, should it so desire.

It was noted that preliminary discussions are beginning with the state organization in Illinois with the aim of initiating a similar agreement. It was generally recognized that states that are already chartered and organized present unique and more complex issues toward similar affiliations with NaCCRA. Some advantages of such affiliations include using NaCCRA's contract manager, "Partners in Association Management", a nationally recognized and lauded Florida firm specializing in management assisting contracts for not-for-profit organizations throughout the United States, to assure government regulatory compliance, maintain official records, maintain membership roles and records, layout, print, and mail newsletters, maintain financial records, pay bills, conduct audits, and other supporting administrative tasks. It is anticipated that the sharing of administrative responsibilities in one location would reduce to current cost of joint memberships.

2. The resignation of Charlie Paulk of Florida, Board Member, Past President of NaCCRA, Chair of the Membership and Dues Committee and one of NaCCRA's original organizing members, for reasons of health, was accepted with sincere regret. The Board approved an appointment by President Bob Nicholson of Mr. Rodney Letchworth of Florida to fill the unexpired term of Mr. Paulk. Mr. Letchworth is a retired US Marine pilot who has been active in FLiCRA for several years.

3. Several committee activities have been interrupted due to illness and resignations over the preceding two quarters. The following actions were taken by President Bob Nicholson with Board approval.

a. A Communications Editorial Board under the direction of an Officer will be formed to manage the production, content, and style of Lifeline and to innovate new methods of effective communication with NaCCRA members and the public.

b. The Board of Directors will meet as a committee of the whole to continue the work of the Bylaws Committee. The Bylaws will be broken up into multiple documents, tentatively a Bylaws, Standing Rules, Policy Statements, and Administrative Directions.

c. The Board of Directors will meet as a committee of the whole to continue the work of the Membership and Dues Committee to consider, formulate and negotiate affiliation agreements with the several states and to promote and develop organizations in those states without representation.

Comment: The Board is taking these tasks on because there is urgency in their continuation, however the level of work involved is probably more than the Board can handle on its own. and new committees should be formed as soon as reasonably practical. No action was taken regarding the CCRC Financial Soundness Committee, currently inactive. There was a lengthy discussion concerning the rules in the current Bylaws for approval of changes. It was agreed that Partners in Association Management would contact all members available through email for voting similar to procedures used in industry Proxy voting. Walt Boyer was tasked to

develop a procedure to cover members not reachable through email. Considerable work continues on the Bylaws, thus it will be a while yet before a change vote is requested.

4. The status of NaCCRA's four advocacy programs was discussed (Bill of Rights, Model Laws, Consumer Guide, Financial Assessment Tool), but no action on them was taken at this meeting.

5. The next meeting of the Council of State Presidents is scheduled for March 23. They were encouraged to start developing standards and procedures for developing, vetting, and approving candidate nominations for the Board of Directors and major NaCCRA committees. An extensive briefing on the role of Not-for-Profit Board members was presented by the CEO of Partners in Association Management. The briefing was considered pertinent to the activity being assigned to the Council of State Presidents and will be forwarded to them. Comment: I may delay this meeting until after my return from Arizona on April 3rd, where I will brief a CCRC on NaCCRA.

Membership Meeting - 13 March 2016

Attendance at this meeting was relatively sparse compared to meetings in other locations. The activity of the Board of Directors on the previous day and the preceding quarter was presented, and the reaction/response of members was sought.

Katie Smith-Sloan, President and CEO of LeadingAge visited at the end of the meeting. Her comments were both friendly and encouraging for future cooperation. Discussion with members present was very positive and extensive. She remained an extra 30 minutes longer than scheduled in discussions with those present.

LeadingAge/NaCCRA Joint Task Force Meeting - 14 March 2016

Five members of NaCCRA and five members of LeadingAge make up this Joint Task Force. The North Carolina members are Walton Boyer and Tom Akins. This was predominantly a get acquainted meeting. LeadingAge appeared to have some concerns about the willingness of NaCCRA to participate, given the events of last summer and the objections raised to an affiliation agreement between them by some NaCCRA members. LeadingAge confirmed that it is a 501(c)(3) organization.

Discussion of issues currently important to each was related. LeadingAge expressed concerns about medical care for seniors, both at home and in hospital, and the urgent need for more affordable housing for the elderly. They indicated they had received indications for some form of action (yet unspecified) from the congress on the hospitalization in/out-patient situation this year. NaCCRA raised issues of social financing for CCRCs, including suggestions for moving current CCRC financial regulations more closely to those required of the insurance industry.

Concern was expressed by both parties over the need to communicate our need for improved engagement to forward our objectives to all of our stakeholders on both sides. Not all the answers were evident or obvious.

It was agreed that we would work together without a formal written affiliation agreement at this time. No other formal action was taken by the Joint Task Force at this meeting. It was agreed to meet again in Indianapolis and by email in between.

Comment: I was disappointed that we did not develop some form of Plan of Action coming out of this meeting, however others appeared to be very satisfied that we had established a sense of report with each other and given the history of last year commented that was the most that could have been expected at this first meeting. Apparently it is all going to take some time, and I am just too anxious and impatient.

Meetings with Congressional Staff - 15 March 2015

I did not participate for personal reasons, however several NCCCRA members including President Brenda Tremoulet did visit the offices of Senators Burr and Tillis, and several NC Congressmen. They met mostly with members of the staffs. Reports I have received indicate they were cordially welcomed, the stays were longer than expected, and the discussions with staff more detailed and knowledgeable than expected. An important comment received was that staffers are specifically looking for personal experiences involving seniors which clearly illustrate the terms and hardships that the petitioners' changes are intended to relieve. These personal experiences are repeated during congressional committee meetings with Senators and Representatives present, and prove to be the most rewarding and influential of all inputs that we can provide to them.

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Cc: Bob Nicholson; Jack Cumming

Subject: Meeting of the Council of State President on March 23rd

This is the second of five emails announcing the next teleconference meeting of state presidents to be held at 2:00 PM EDT, 1:00 PM CDT, 12:00 N MDT, and 11:00 AM PDT on Wednesday, March 23, 2016. This email presents some of my personal thoughts on the development of NaCCRA leadership.

The qualities NaCCRA is seeking in its officers and leadership are the same as you seek in your state leadership: integrity, honesty, morality, a hard work ethic, ability to inspire others, and so on. NaCCRA needs a variety of life experiences in its leaders, and should have a mix which includes medical, legal, financial, and advocacy experience, but not exclusively so. Candidates must have demonstrated leadership qualities in their professions which can be transferred and applied within the NaCCRA leadership envelope. As leaders of state organizations, many will think it in your interest to resist recommending your best people for NaCCRA positions. I would like to suggest that this is not true. Leaders in state organizations need to be looking in two directions, downward toward their constituent CCRC associations and residents, and upward toward the national picture, before they will competently see all aspects of the necessary programs and activities, goals and objectives appropriate for their states. Sending individuals whom you see as future state leaders to participate in national level programs for a few years is important experience of considerable value in state leadership. I encourage you to keep this in mind as you participate in our deliberations.

Committees which are important for NaCCRA to reactivate or initiate in the near future include:

- * Membership and Dues: Until recently chaired by Charlie Paulk, this existing committee developed the model for newly organized states to become affiliated with NaCCRA as Chapters under the NaCCRA corporate and IRS not-for-profit licenses. Continuation of this work toward

the development of affiliation agreements with existing, independently chartered states is expected to be more complex and difficult. This effort is considered vital to the future of NaCCRA. As a part of its actions, the committee will negotiate dues relationship with states that agree to joint dues collection and sharing administrative management contracts.

* CCRC Financial Soundness: Gerard Hyland asked to step down as chair of this committee last year, but agreed to keep it in maintenance mode while a new chair was sought. This committee developed the Model Laws currently residing for action with the National Association of Insurance Commissioners, and the preliminary considerations for evaluation of CCRC financial status used in current NaCCRA presentations. One member has continued to be active in monitoring the proposed actions of the Federal Accounting Standards Board related to CCRC standards and the impact those changes may have for residents.

* Communications: A new committee. NaCCRA currently communicates with members through the Lifeline and Website. NaCCRA is considering reducing Lifeline frequency from bimonthly to quarterly, and adding monthly email Activity Reports from the Officers, Committee Chairs, and Board of Directors. NaCCRA needs to seriously improve and strengthen the reverse communications between members and the Board and Officers. An important adjunct for this effort is communication through the Council of State Presidents, but more avenues are needed. NaCCRA also needs to communicate and market to CCRC residents who are not now members and particularly to residents in states that do not have any current connection to NaCCRA.

* Advocacy and Lobbying: A new committee. NaCCRA participates in a Joint Task Force with LeadingAge intended to prepare guidelines for affiliation between them with emphasis on preparing joint advocacy programs on resident interests to carry forward to the US Congress. There will also be advocacy programs for which agreement with LeadingAge cannot be

attained, and others which NaCCRA may desire to take to government departments or agencies other than the Congress. NaCCRA needs a committee to address and manage the advocacy and lobbying for these additional programs. A significant portion of the effort of this committee may be the development of resident advocacy issues and the necessary advocacy programs to oversee their accomplishment.

* **Membership and Recruiting:** A new committee. NaCCRA has a long range goal of increasing its membership initially to 20,000 residents, and eventually to 40,000 resident and more. The current number of CCRC residents in the US has been estimated at about 190,000. The Rev. Bob Nicholson has been almost single handedly performing the recruiting activity of NaCCRA for several years. His help in the past has given up their supporting activity for reasons of health and aging. Although, as President of NaCCRA, he will continue to participate in recruiting new members and states, his participation will be curtailed. NaCCRA needs to organize a nationwide recruiting effort in addition to the work of the Membership and Dues Committee to significantly increase the roles of NaCCRA membership. The chair of this committee would need to develop the assets within the several states necessary to accomplish this goal, and then lead those assets in its accomplishment.

At our spring NaCCRA meeting in connecting with the LeadingAge PEAK conference there was a unanimous expression of appreciation by all present from several states, for your leadership as a State Presidents, our desire to strengthen and enhance our working relationship with you as together we work for the common goals serving the residents who elected us." Bob Nicholson, our NaCCRA president adds, "The NaCCRA board stands ready and open to their/your in put".

Warmest regards,

Walton T. Boyer, Jr.

President-Elect, NaCCRA

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Asheville, NC 28803-3418

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Cc: Bob Nicholson; Jack Cumming

Subject: Meeting of the Council of State President on March 23rd

Attachments: Line 1 Instructions).pdf; Untitled attachment 01400.htm

This is the first of five emails (because of their length and size) announcing the next teleconference meeting of state presidents to be held at 2:00 PM EDT, 1:00 PM CDT, 12:00 NMDT, and 11:00 AM PDT on Wednesday, March 23, 2016. The sign-on information for the teleconference is included below.

I have but two topics for the agenda, a review of recent activity, and preparation for an exercise in the development of candidate search guidelines.

The NaCCRA Board (and I) would like the Council of State Presidents to develop the procedures it will use to search for and recommend names and candidates for the NaCCRA Board of Directors and to chair specific NaCCRA committees. While preparing these procedures, the Council may be asked to exercise its authority to nominate candidates to the NaCCRA Board of Directors. I anticipate that we may have as many as two vacancies on the NaCCRA Board in the near future, and NaCCRA needs to provide chairs for several committees that it intends to initiate or reactivate. Several members of the NaCCRA Board are concerned that NaCCRA has failed to pursue many of its important programs and activities to completion. There are a number of reasons for this, not all related to leadership, but the concern remains that many programs have been started and developed to viable levels, but are not implemented to the benefit of members and CCRC residents. It is especially interested in acquiring action oriented leaders who can carry programs on to their natural conclusion.

I anticipate this meeting will be relatively short. My other emails will include material for you to read and digest as a part of this exercise, and discuss over emails through the intervening period until our May meeting, which I am scheduling for May 25th. The second email will include some of my thoughts for you to consider, and there third a lengthy PowerPoint

presentation prepared by Bennett Napier, President and CEO of Partners in Association Management, giving his thoughts on the character required of Not-for-Profit Board members.

Warmest regards,

Walton T. Boyer, Jr.

President-Elect, NaCCRA

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