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Please stand by for realtime captions.

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Ladies and gentlemen thank you for waiting. Your conference will begin shortly. Thank you for your patients. -- patience. Welcome to the PNA board master can't -- master class conference call. When it was Robert I will be your operator today. At this time all participants are in a listen only mode. Later we will conduct a question-and-answer session.

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Thanks, Robert hi everybody I am the government statistical management specialist at NDRN, this is our fifth orderly board master class focusing today on recruitment. I want to start off by thanking you all for joining the call especially at the new time we heard from a number of individuals that it would be a little more convenient if we did this later in the day so this is us testing it out. I apologize for the confusion I understand some of the places listed on the calendar were -- had the old time and I apologize for that. We will try to do a better job making sure all of our information lines up in the future. If this time does not work good for you or does work better for you shoot me an e-mail and let me know, I want to make sure I am working of the best information possible. We want to make sure these classes are available to most people. As such, as always this class is going to be recorded and available on demand on our TASC site usually within a couple of days of the presentation itself. I encourage you to tell your colleagues if they missed the life exciting session tonight they can catch the video later. Today's training will cover a couple really small areas of information we will go deep in. First we will talk about the foundation blocks of NEPA the mission vision and value. Our commitment to diversity and we will define that broadly. Identifying, talking about identifying board needs and assessing board candidates.

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Once you have done that and you are getting ready to bring on new recruits, we will talk about how you prepare those recruits for service and how you maintain excellence in keeping up recruitment strategies so you have a robust and diverse Board of Directors. It might seem like the first thing we should be talking about when we talk about recruitment would be strategies and where to look and where to post the ads and all that stuff. Really foundation blocks of any organization is going to be its mission, vision and value. Especially so for the Board of Directors. As you might remember from past trainings, being around the network for a while your fiduciary responsibility as your board member will be fidelity, faithfulness to the organization mission. You can't start any recruitment without making sure you have come back to those values and you highlight those values. Your mission is your fundamental guiding statement of your organization. Every decision you make, everything you do must lead back to the mission. Whenever you come into a crisis, a decision point, you should always ask yourself how does our mission affected by this decision.

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Your vision is about how it is used in the future you might not have a vision statement written out or you name. Vision statements are often found in strategic plans and don't exist separately. Sometimes they just exist if you really and how the agency runs itself and the board talks about itself in the future. It is about if you are to be continually successful what will the world around you look like. The values, your values are your moral compass for how you actually deliver service. Thinking about all of these things should help you make all of your decisions as carefully as possible but also should help guide you in your discussions around board recruitment.

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The PNA has a document we call the PNA standard that we have shared in the past, available on the TASC website. Under the board governance section I made sure we had a copy there and a dozen different places on the website take a look at it if you can find it shoot me an e-mail I will send it to you directly. Within the PNA standards is a list of values the network holds most PNA's have these values individually as well. I wanted to list them here quickly because it is always good to have them handy and someplace accessible. I'm hoping you are done with this presentation you will keep its you can access this information when you need it. To go over them quickly people with disabilities are equal under the law and entitled to equal access to opportunities as all members of society. Basically people with disabilities are like everyone else and should be treated that way. They should be free from abuse, neglect, exploitation, the screen the nation, isolation, treated with respect and dignity. The base principle of what PNA does is by fighting abuse and neglect wherever we see it. And whenever -- again being part of your moral compass when you fill yourself getting a straight always remember at the very base of the work we all do is we are seeking to make sure people with disabilities are free from abuse, neglect, exploitation, isolation. And treated with dignity. It's always important that the services we provide and the things we do make sure folks have age-appropriate access to services.

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And that those services are based on what their needs and wants are. Because people with disabilities should have the right to make the wrong choices [indiscernible]. -- should be able to make the right choices -- networkwide we also have the sets of guiding principles and each of the guiding principles shaped the work we do and helps us focus not only the way we do service that hopefully the way we staff organizations and our Board of Directors. The PNA principles are a quality and fairness, support and participation, independent, meaningful choice and empowerment and cultural competency. I will spend a little time on each one of these sets of personal -- principles because we can't talk about bringing on board members and so we really understand what we are all here for.

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People with disabilities are full and equal citizens under the law. They are entitled to equal access to opportunities afforded to all members of society. People with disabilities are entitled to be free from abuse, neglect exploitation, discrimination, isolation of the treated with respect and dignitydignity, this is a mantra that will be repeated time and time again. The principles of supports and participation are around that services and support should be shaped by the unique needs and preferences of each individual and they ensure integrations for opportunities in all aspects of life. Better age-appropriate and premise on the fact that people with disabilities continue to learn, grow and develop throughout their lives. For children such growth is best accomplished within families and for adults in integrated communities rather than institutions. It can be really easy to get lost on some of these, and the ways we talk about this. Some of these are principles and it is easy to get behind of it but sometimes it's easier to forget how does this actually get played out in the PNA. One of the reasons I am pausing here because we recently, not too infrequently, here about communities where there is work for example around the closure of facilities and there might be some real big push back in the community because those facilities, the industry of the town so there can be individuals who lose their job there could be a misunderstanding nobody is really getting hurt there, why do we want to -- why is it good to have -- have that place close and other people [indiscernible] these philosophical arguments tend [indiscernible] come up a lot, user issues the PNA's deal with all the time.

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Sometimes as board members the reality of the work the PNA does can be a shock to our system when we are on the world and somebody -- we are at the grocery store in someone is yelling at me because my PNA just try to close down the facility and now so-and-so is going to be out of a job. The PNA isn't around to keep jobs open in the community, it's about helping people with disabilities live integrated lives in the community. So making sure we talk about things like are principles, vision, values, making sure people we bring into our organization have not organizational focus can sometimes prevent some of these difficult conversations from springing up on boards because those situations do happen. And they get conducted at the grocery store and or there can be a really explosive discussion in the media about for example juvenile justice workers or criminal justice workers. Always framing back on PNA vision, mission, value and principles will be important. The principle of independence needs and services

are based on equal access, peer support, self-determination, to be achieved through individual professional and system advocacy. Services must maximize leadership independence, productivity, integration and integration of individuals with disabilities. Meaningful choice and empowerment means people regardless of age, type and level of disability have the right to make choices with respect to daily routines and major life events. Of course we have a commitment to cultural competency. That means services reflect and respond to the diverse culture, ethnic and racial composition of society. Services must maximize leadership and productivity and integration of individual -- individuals with disabilities. What does it mean this commitment to diversity? What does it really mean in a practical sense. What is diversity? Diversity is mutual acceptance and value placed on differences among people with respect to age, class, ethnicity, physical and mental ability, race, sectional orientation, spiritual practice another human after groups. It can go on and on and on and I find particularly useful it is a common definition used in human resources.

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I left a link on the presentation to diversity working .com which is a website that talks a lot about diversity and employment. Many of the things discussed around diversity of workforces can easily be attributed and used when talking about diversity among Board of Directors. Basically the act of creating a diverse board is the act of turning this theory into practice. One of the moment here we can sort of stop and think is to ask yourself this question. Does the makeup of your board reflect the diversity in your state? Not only racially, as with me, gender, political ideology, do you have plans for how you want to increase diversity? Not only do we want to sort of think of diversity and respect to racial or ethnic [indiscernible] for example but think about the size and scope. Are you geographically diverse? Are you reaching every corner you could? In the services you provide. Is there a correlation with board membership? Do you have a diversity of experience and wisdom on your board? Is everyone on your board a family member or do you have a mixture of people with disabilities, people without disabilities family members, nonfamily members, bankers and lawyers and folks from the nonprofit world as well as the for-profit world? How many different types of voices do you have the participate in the conversation?

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A good deliberative board has a diversity of voices so it creates a really strong discussion or obligation you need to discuss. Why does it matter, why is diversity important? Interactive -- interacting with people with different backgrounds and experiences expense your knowledge. It forces you to have to take a moment and see something from somebody else's perspective other than your own. A diverse board also better represents the people you serve and helps you connect more authentically in your communities and across your state. Again it builds for a robust debate, different viewpoints and opinions bring rich discussions. It can create really creative solutions to problems you might be having. Studies have actually shown groups that have diverse individuals have greater productivity and problem-solving and communication skills. I don't know what board doesn't need to have those qualities added to their board.

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When you are at this place where you know you need to add board members, it is really good to take the opportunity to figure out where you are at as a boards you can find out what you're missing. It is pretty common in the PNA network. I know, to have what we often call a major ask or grid or some type of chart that lists may be racial and ethnic and disability diversity everyone sort of checks the box. How many women do you have, how many people of color do have, African American or Asian or Native American or how many people with disabilities or family members. I am suggesting you actually go beyond that and really think about the categories of individuals. It is never really great to have to feel like you are confident -- compartmentalizing and categorizing people. This is one of those moments where you really do need to look at yourself and look at yourself critically. This is the only way to really know whether you are don't -- doing your job well is to have these conversations. I would suggest if you have already a grid take another look at if you don't these are some of the things you could use to create one. As an aside, at the end of the presentation I will be posting some documents on our website where this recording will be available but I will provide a sample matrix for folks to use their and also if that doesn't do it for you if you want to see some more I can easily get more from other networks to share with you. Some of the information you could consider putting on your greater things like disability geography, race, gender, age, sex, Treadwell orientation, political ideology. That one sometimes raises some hassles because people don't necessarily think about that we are not supposed to be thinking in terms, you might not be thinking about it consciously but if you look around the room and you realize that 95% of the Board of Directors has the exact political ideology then you might consider you need different political ideology to bring different perspectives on the board. Now that doesn't mean that you should look for individuals who don't believe in the PNA system and don't believe in the mission vision and values of the organization.

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Because they must. That is part of their fiduciary responsibility. You can be in line with the PNA mission, vision and values and still other matters have a different way of thinking politically. It is also helpful in the policy work you do in the outreach and education you do to be able to reach people who think differently than you do. A very important thing -- quality to have. Not only on the board but on your status of volunteers as well. Professional and governance experience. I think more and more it becomes as our PNA's become more complex it will become more more important we bring people on board who have had substantial board experience who know what it means to govern, who understand the time commitment and the importance of the decision-making and deliberative process. It is also going to be very important to make sure you bring in people with various professional period this. It seems like many boards are always struggling to find the one individual who has financial background so they can be your treasure but wouldn't it be great if you had more than one person on your board who has some financial background so you have some choices? Or one individual doesn't come off of one board as their treasurer to join your board as treasurer. It is very tokenizing and a little burnout because that is the only value you place on the individual.

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It would be helpful to have attorneys on your board or perhaps social workers or other professional experiences when you're doing your inventory and you identify what you currently have on your board it might open -- we have a lot of X what would be a good counterbalance to thatthat? We need to identify needs and then you can begin to fill out your matrix. I added some experience here because while I know not every PNA does fundraising, more and more of you are going down this road. I think if you begin to look at diversifying your board, and you start fundraising you need folks that bring that experience with them to the table not in a way that is -- that solves the rest of the board from having to fund raise because you have someone on your board to has done it or someone who can write a check but slowly as you begin to add board members, board member after board member, if more and more and more of them have fundraising experience the better your board will be at achieving the goal. Of course the goal is, when you create the matrix is to be able to have people who fill multiple columns and rows. They live -- an individual with disabilities who live in part of the state you don't currently have a board member from who also has some professional government and/or fundraising experience would be great don't think of this as I need to fill this one box but you can get as I need to fill [indiscernible] and hopefully one individual will help some of the boxes and every individual you begin to bring on the board fills multiple boxes other time.

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How do you -- once you identify who you need typically I think most of you guys know what you need on your board but how do you find them is the question I get asked the most. The easiest thing I can say here or the most important, you need to have generative conversations you need to not be afraid to think outside the box is going to require you to talk to strangers. One of the great things about meeting board members across the country who work with PNA's is I find out about all these individuals who are out doing really great work fighting for disability rights in their own lives, on this board and they are often meeting all these great and interesting people they will tell me about and I will say have you ever talked to that individual about board membership and they will say no I never thought of that or I don't know them that well. It would feel weird. Be bold when you are on the community and you see someone that clearly is passionate and you feel would fill all those checkboxes about passion and vision and connections to the mission. Begin to engage them about your PNA because you strike up conversation doesn't mean they have to be a board member tomorrow, you don't even necessarily need to tell them you are thinking about board membership for them. Begin to bring them into the fold. Begin to bring them into your thought process. Your board should have a running list all times of individuals that are your hit list. -- for lack of a better cliché of individuals you would love to ask to join your board some time. That way when you have opportunities or openings you already have folks on your list, on your back burner. If you are able to even identify some of the ways in which they fill out your matrix, even better.

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Have generative conversations that include the entire board. You should, I think it's very important to have a committee of the board whose job is to constantly think about recruitment. It often falls to a governance committee but I think the whole board should be involved in these generative conversations. If you could have maybe a meeting or two a year were part of the new business or old business is does anybody have any suggestions for our board recruitment list. Where not necessarily asking for board applications that you want to keep a potential recruitment list that is always going. Generative conversations that include the whole board really do help push conversations to help you think outside the box. Don't be afraid of asking the tough questions. I have been in the board room where you are looking around the room and every single person around the table is white. You have to ask the question who do we know how do we do better outreach we have to change this and we need to be proactive about it. If you can't be afraid of asking yourself those questions because all you will do is perpetuate that standard you have now created. Seek advice from the CEO inappropriate the management team [indiscernible] might be a good fit these are folks who are out in the world meeting people around your state constantly and they may not have ever -- I'm sure your CEO has but other folks on your staff may not have thought about who is a good advocate for activist in the community, who is well-connected who is clearly a fan of what the PNA does and believes in.

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This would be a great task CEOs could take on during the management team meeting. Of course going back to our Golden rules about the hierarchy of who gets [indiscernible] who should not interact unless through the CEO so remember that but make sure -- talk to your CEO about it. If you feel that the generative conversations you're having are not really producing enough potential candidates and your hopeful list of future board members is too shallow, then seek out your CEO for some advice and ask them if they would be willing to or if it is appropriate for them to have this conversation with their management team or outreach person. Sometimes the best next board member is someone you would have never thought of before. The other thing you should do is reach out to you and look into professional associations. This is something I have talked about a lot around human resources issues and hiring for diversity. It is absolutely useful in these situations too. For example, there are associations of African-American bookkeepers. There are women CFOs associations. Women attorney associations. I saw an Association -- I think it was social workers with CP. Start to look at all these different associations around you as opportunities to connect with individuals who may have an interest. They often have bulletin boards where you can post job announcements for example but you can also look to them as opportunities to post your board job announcement. Advertise your board openings like you would advertise a job opening. This is a very important position in your organization and you should be treated with the same level of respect as you would a vacancy in your organization.

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Like I said, be bold when you are out in the community, all the legislator, doing -- walking your walk and talking the talk when you meet individuals who seem right, engage them. Exchange e-mails. Talk to them and really think about how you can engage the better. It is important when you start to do this sort of recruitment and posting and reaching out to individuals but you have an actual process by which

you bring on board candidates. A lot of folks will -- I assume lots of organizations just have an opportunity for you to submit your resume and maybe write a quick bio and we will get back to you. It might be that is not near enough. These are individuals who are going to roll up their sleeves and get down and 30 and look at your financials, be part of difficult conversations and they need to be vetted very carefully. You are going to have some serious debates or you could come up against a serious it and you need to know who will be sitting around the table. I think it is really important to get a really well rounded picture of board members. Again, in a couple days we will be posting on the website some documents that can be used to help in this process. Some sample applications, job announcements, board of directors job announcements and other tools that will help in your recruitment process. Create an application [indiscernible] make sure you ask questions about their personal philosophy and their connection to these issues. Talk -- asked questions about how they deliberate or deal with problems. What is their style of communication. Ask them about their connection to the mission. If the only reason they submitted their application is because someone asked them to and only thing you've ever heard about the PNA was the letters, then they might not be the right fit now. You could build that relationship and build their knowledge of the PNA over time so that when they have a better commitment and knowledge of the PNA you can bring them on them. I think it's important to make this process of going. You never open the search you never close the search but it is an ongoing thing. I am also a fan of having a floor and not a ceiling when it comes to the number of board members you have in your organization. What I mean by that is, that if your bylaws say you need to have 10 to 12 board members I would prefer to say you have at least 10 board members.

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Rather than give that type of scale. There might be a time when you have a lot of interest and that interest is actually fruitful and good and wouldn't be that horrible to have 14 board members. The more individuals working on your behalf growing together in the same direction the better for your organization. That is just an aside about how you keep the process open all the time when you have rules in your bylaws [indiscernible]. In this process where you are asking questions have at least one interview with a candidate for the attend a board meeting or board official interview. I suggest this be done by the board chair and the CEO or some other combination of individuals. You likely wouldn't hire staff and only have one conversation with them. I would caution you to not do the same thing with board members. Not just because you have no them in the community and you have seen them around doesn't mean they should get a pass on being thoroughly vetted before being brought on. Check references. This is something a lot of boards don't do and it sometimes surprises me but I also completely understand how it can happen. Someone might be a well-known individual in the community or be at every community meeting that you go to that be a terrible board member. Maybe they never, because they're always in the community they never attend a single meeting.

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Or never follow through on their commitments or are the person who likes to pick fights because it makes it interesting or something. Again it is such an important role that your process should be taken as seriously as recruitment period. Reach out if they have had passed board experience, reach out and



talk to passed board members they have worked with. To see what it was like to serve on a board with them whether or not they follow through on their commitments. Where they were an active deliberate are or did they -- were they respectful and treat everyone the same and participate actively and respectfully. These are qualities you want in a board member anywhere. -- in a board member anyway. You've assessed the recruits you identify who you want to have join your bird board -- board invite them to your first board meeting? Hope they catch up? I hope not I think it is very important to on board these individuals. And what I mean by that is you need to get them up to speed before they actually begin their job as board members. Often done at the staff level but hopefully the board, a committee of the board is doing this as well. Make sure there is a good packet of information provided for each individual. A board job description that briefly describes their duties. I am also a fan of a board contract in "-right-double-quote one that says use only duties of the Board of Directors of this organization and by signing this I am agree and I will will take these responsibilities seriously and I will be at 75% of the board meetings at minimum and -- whatever your rules are. Your governance rules are. Make sure when joining the board, they understand what they are signing up for and actually find something -- sign something. They and you know as of this day that I sign this piece of paper I am officially a board member and my fiduciary responsibilities start now. It is psychological but I think it is important. Actually I take that back I think it is more than just psychological I think it is important to start these relationships officially because they are official. What also can be included on that document could be your conflict of interest policy at least the first time they sign it you know that is something they will be signing annually -- a pledge form the time the person signing up saying they will take the responsibilities seriously they are also making a financial commitment [indiscernible] and just as a nerdy administrative benefit once you have the signed document it is really easy two -- keep track of when somebody's turn stops for reelection for example. Included in this packet aside from a board job description or contract should include the PNA mission statement to have a vision statement if you have the set of PNA values written out please include that. If you don't, attach the network PNA principles which are available on our website as well. Because they teach the core values and provide the moral compass for activities of the board member. The PNA standards again is a document adopted by the entire network which will teach them about what the PNA does from governance to service. It's a really important document and it goes a long way to bring people up to date on what it is they signed up for.

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You should always include your bylaws in any packet when recruiting and bring on a new board member. Every board member should have a copy of your bylaws which describes the governing rules of your board. If there are any other governing documents you have some boards have policies and procedures manuals for board members specifically or some other governance document aside from the bylaws that maybe includes policies the board has adopted the things that don't float up to requiring [indiscernible] bylaws or policies the board has adopted so you have a separate document. Any of those think about your duty of obedience, your duty to follow the rules and laws not only of your state and nationally but the decisions made by the Board of Directors. Anything that would come into that sort of purview should be included. Financial documents any board member should know where you are currently every work and where you hope to be is of course your budget because hopefully a really good well thought out professionally created pretty much on the money -- you want to give them the past and look at the financial past as well as the financial future. If you have multiyear budgets you do the

board gets copies of include them. Also I think it is really important to include information about the PNA program [indiscernible] the last master class was about all the individual PNA programs that have a quick overview of each of the programs and some of the eligibility Association with them. And also was an overview of the financial responsibilities -- financial oversight was possibilities of board members. Point new recruits to the taskmaster class trainings. You know the trainings are an hour-long, set aside for an hour and a half for Q&A or any overtime. We try to keep the educational contacts to an hour so folks can digest to quickly and come to me when they have additional questions. It shouldn't take long for folks to get caught up on the past information.

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It can be very overwhelming if you have been a board member for a while you might have forgotten how overwhelming it was at those first couple meetings when people are saying [indiscernible] all of those acronyms not at all understanding what alphabet soup is being turn your way just nodding and trying not to seem like you're completely out of touch thinking I have to look that up. You as best you can to provide information to new board members in a way they can easily adjust it. I am not suggesting on their first moment they join the board that you give them in Wikipedia Britannica of your PNA you don't want to scare them off immediately but find a way to digest some of the information and shorten documents. As you know they can always get more information from you later. There should be something up on boarding stage that is much more discreet and concrete for them to take in what they need in a shorthand fashion so at least at the first board meeting have a sense of where they are out and can fill in more blanks as they go along. The final thing I included here which might seem odd is case information. Clearly I am not suggesting you include a write up of every case but what I'm talking about about here is think about the biggest cases that will likely get you the most attention that you might have the most political pushback from, media pushback, the 5:00 news scenario things that when board members at the grocery store might get confronted with when they bumped into a friend in their community. But type of information is very important to make sure you share with the board members as well as all board members. We sometimes forget because we are here every day doing this work every day out in the community you might get beat up at some community forum and go back to your desk grumbling to yourself, you will keep fighting the good fight anyway. Those are types of things that can sometimes blowup. The last thing you will want is for your board to feel uninformed and unprepared to deal with.

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As best you can identify the types of situations that could become powder kegs and make sure the board is informed about them. Take them back to the PNA principles and use the principles or standards as a way to take them back so you might hear some pushback. Do we really want to get involved in this highly volatile thing? Absolutely we want to get involved because we fight abuse and neglect wherever we see it and this is that place. Or, we want to shut down shelter workshops because kids need to have a way into the community other than from the school to the shelter workshops or to the prison which unfortunately I find really does exist for a lot of kids with disabilities. Sometimes you need to put it into context and show them how the work you are doing is connected to the mission, connected to the

principal and what is our public response when these things happen. If you have a media plan, rules about public -- communicating to the public especially for board members communicating to the public make sure that stuff like that is included in their on boarding information. It is usually new board members who make the mistake of talking to the press if not necessary, don't. Because they often don't know what the response is of who might tell them to talk to or wait I am a board member I can answer that question. If you have a rule about make sure board members know about it. Again do it in digestible information as much as possible.

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Once you create the system of identifying what you lack in going out on a concerted effort to identify and fill those vacancies and you start to bring new folks on anyway that is careful in successful hopefully it is not going to be a one and done type thing. You want to make sure this is an ongoing process. How do you do that? One way is to make sure that you strive for professional excellence and not just from your staff we usually spend time making sure there is professional development of our staff make sure board leadership is being developed as well. One option is to remind them the master classes exist and they can access them at any time and re- watch them. They can also reach out to me I am the technical assistance provider on staff here as a relates to governance among other things so your board member should feel that they have access to me as well. Conduct governance checkups. Every now and then you should be looking at your governance tools and identifying when you need to update them. Really take a look at what is missing. Around recruitment specifically you should be constantly recruiting. You should be constantly reaching out in the community. You're doing it anyway but when you need those individuals that just seem like they could be a great fit have the conversation, begin to approach the idea. Don't say it's going to be tomorrow but let them know you think they are cool and you would like to think about some period the future they might consider applying to be part of the board of directors. Start adding individuals to a hit list. Sorry this the only term sticking in my head for some reason but a recruitment list or wish list.

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I think and engage the process just like in fundraising is all about the relationship. If you meet individuals that seem like they could be the right fit always, the mission is first, you need to begin the process of building the relationship of bringing them into the fold. Make them feel like family, add them to your fundraising list, keep them informed with new letters if you have them put into your website begin to engage them that way when you are ready and you need to fill a vacancy, you pull out that potential wish list of board members of people you have met in the community you think would be great when you do reach out to them and ask them to submit an application it doesn't come out from left field and they say this is great I have really been engaged with the organization for sometime I would would love to talk more about it. And you have that interview and a couple conversations and you begin a process that is more than just submit your resume and we will make a decision on our next board meeting. At this time I would like to open up for questions. Robert if you can open the lines, that would be great. Also, we have a chat window here on Adobe connect. If you want to post your question via chat please feel free to type your question in there . And I will read them out loud for folks on the phone.

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Thank you. We will now begin the question and answer session. Please press star and one on your touchtone phone. If you wish to be removed from the queue press the pound sign or hash key. There will be a delay before the first question is announced. If you are using a speakerphone you may need to hang up the handset first before pressing the numbers. Once again press star then one on your touchtone phone. Standing by for questions. Dan Quayle, please go ahead.

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This is Tim. How are you?

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Good.

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I actually don't have a question we are in -- I wanted to thank you for doing this. We are in the throes of trying to add board members we've added two since we became the PNA now we are up to five. It has been a their trying to get people qualified. With a bunch of applications we are getting them and let the board take a look at it has not been an easy process.

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I just wanted to say this stuff is helpful obviously we need to get we are also in the throes of opening up two brick-and-mortar offices. It is also creating some logistical issues for us that are very time-consuming in our early development here. Just wanted to say thanks for doing this.

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I appreciate that. I understand -- I think I feel your pain. How difficult it can be to add board members. You are in a special place because you just basically reconstituted yourselves from state government for those on the line you don't know the New York PNA used to be part of the state and now independent nonprofit so it is rebuilding from scratch but not entirely. Are you finding there is anything particular about your process creating a roadblock or have you made the process too hard on yourself or do you think it's just the growing pains of too many balls in the air one time?

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I think it may be a little smattering of all of those things. I think once our new office in Albany will be open in about two weeks where we will move and we will go from 2000 square feet with 18 people right now where it used to just be seven, to 12,000 square feet where people actually have room to work. That I think will change the calculus for me and my time and my ability to actually get out there and pound the pavement. We have some applications, I don't think are appropriate a lot of the people worked for service providers so it creates an issue there. The two people we have added are very good. One is a lawyer and who has provided pro bono service to our office and efforts over the past decade. And has management experience within his firm. That is actually very good the other person we have is a vice president of a PR marketing firm female adult with a very severe stutter. It provides a great -- that type of diversity and the problem she has encountered over the years due to her stutter, I think it will provide experience for the rest of the board members to broaden their horizons. I know what her issues have been. People want to finish her sentence they don't want to give her the time to actually get her point across and she will do it. I think this is going to be very helpful for us as well.

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Great.

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Anyway I appreciate you putting us on.

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It sounds like two good ads. I guess slow and steady will win the race for you keep me posted.

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Absolutely thanks.

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Sure. Thanks.

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I am showing no further audio questions at this time. Do you have any web questions?

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No I don't. If no one has anything else, then I want to just thank you all for participating in today's webinar. My unchecked information is on the last slide of the presentation. For those who don't have the presentation I can be reached at it and we wish to the office at (202)408-9514 and my extension is 103 if you or your board member or fellow members have questions you'd like answered, I would be happy to help you with your governance issues I can also be reached at polly@ndrn.org. I also come out to PNA's and help them with board governance related training on site for your whole board. Think about all the ways in which you need to grow your board's professional developmentdevelopment, get in touch and see how I can help. Thanks so much.

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Thank you, ladies and gentlemen. This concludes today's conference thank you for participating, you may now disconnect. [Event concluded]

Actions