

NEVER FORGET 9/11 MEMORIAL INC.
BOARD RESOLUTION
Adoption of 2025–2028 Board Communication Plan

Date of Meeting: October 3, 2025

Meeting Type: Meeting with the Executive Committee

Date of Board Meeting: October 9, 2025

Meeting Type: Regular Board Meeting (*Tabled for Preselected Date 10/13/25*)

Date of Adoption: October 13, 2025

Meeting Type: Regular Meeting of the Board of Directors

WHEREAS:

The Board of Directors of *Never Forget 9/11 Memorial Inc.* recognizes the ongoing challenges of maintaining consistent and effective communication among board members during the active planning and fundraising phase of the *Never Forget 9/11 Memorial and Learning Center Project*, scheduled for completion by **September 11, 2026**; and

WHEREAS, consistent communication and timely decision-making are necessary to ensure the nonprofit's progress, maintain transparency, and uphold fiduciary duties of directors and officers under Michigan nonprofit law; and

WHEREAS, the [Executive Committee met on October 3, 2025](#), to establish a clear and structured plan for communication, accountability, and recordkeeping among board members until the project's completion;

NOW, THEREFORE, BE IT RESOLVED THAT:

The Board of Directors hereby **approves and adopts** the following **Board Communication Plan (2025–2028)** to guide all internal communications and ensure inclusion of all members:

1. Primary Communication – Email

- **Purpose:** Improve internal communication. All formal updates, attachments (budgets, fundraising info, minutes).
 - **Action:** Secretary (or designated officer) sends one **Board Update Email** every 2 weeks. The date will become official on the official organizations calendar. The Digital Secretary will provide an internal company Intranet Site with all updates for the board at their leisure to look at. View now: [volunteer-hub](#)
 - **Format:** Clear subject line, 3–5 key points, reminder they can find everything they need on the company Intranet Site, and attachments when needed in a PDF format.
 - **Benefit:** Creates a permanent written record, and removes the organization's digital activity transparency away from volunteer email client inboxes, as well as their cell phones/smart devices.
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2. Secondary Communication – Group Text

- **Purpose:** To use for official needed prompt voting using SMS/MSM and for its updates and for quick reminders and deadlines.
 - **Action:** Digital Secretary after approval from the President or Vice President sends **short reminder texts** (example “Reminder: vote by 2pm Friday,” “Call at 7pm tonight”).
 - **Benefit:** Keeps everyone on schedule without overwhelming them.
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3. Personal Check-Ins for Non-Tech Members

- **Purpose:** To have an alternate option for those that can not do email, Intranet, or SMS/MSM. This helps make sure everyone feels included.
 - **Action:** Assign one board officer to call each non-tech member **once a month** to summarize progress and answer questions. In some cases, this can be in-person visits.
 - **Benefit:** Respects those not comfortable with texting/online/email/apps.
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4. Short Regular Calls

- **Purpose:** To have department meetings outside of the Regular Board Meetings. Officers, Advisors, Standing Committees, Volunteers, or other supporting staff.
 - **Frequency:** Every **2nd and 4th Tuesday, 15 minutes only**.
 - **Method:** Phone conference line (or Google Meet/Zoom if able).
 - **Agenda:** *Sample*
 - Quick fundraising update
 - Vote on any pending items
 - Assign next small tasks
 - **Benefit:** Keeps momentum without needing full formal meetings every time. **This does not replace the organization's mandatory [nonprofit meetings](#).** Such as the regular Board Meetings done every 3rd Thursday of the month.
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5. Monthly Summary

- **Action:** Secretary (or designated officer) prepares a **1-page Monthly Summary**.
 - **Distribution:** Company Site, company shared cloud, email + printed copies available for mail or handed to members who prefer paper is available upon request. There will be a request form to fill out.
 - **Benefit:** Everyone stays on the same page, even if they miss calls or emails.
Other: The Digital Secretary will have daily updates to include documents, flyers, and more available for download/print on the Company Site for all those, bookmarking the Company Site and wants to freely check on the organisations happenings.
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6. Regular and Hybrid Board Meetings

- **Purpose:** This Communication Plan supplements but **does not replace regular board meetings**.
 - **Secretary:** Sends email updates + prepares monthly summary.
 - **Digital Secretary:** does everything in relation to putting the organization on a digital footprint for easier accessibility. Also sends reminder texts.
 - **President/Vice President:** Oversees reminder texts. And the phone calls and in-person visits.
 - **Treasurer:** Gives fundraising progress for each update to the Digital Secretary and President.
 - **All Members:** Utilize the Company Site AKA Intranet, Read their per choice of communication updates, respond to votes, attend short calls.
 - This does not replace mandatory meetings.
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7. Defined Roles

- Keep texts short and respectful.
 - Respond to votes within **48 hours** (or call if you can't email).
 - If you miss a call, check the Intranet summary. To request communication from the board fill out a form or email them.
 - No one is left out — everyone gets info in a way they can use.
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8. Ground Rules

- Texts shall be brief and respectful.
- Votes must be acknowledged within 48 hours (or by phone if unable to reply via email).
- Members missing a call must review the monthly summary and their responsibility to obtain the summary. Suggestions the Company Site or request via record form submission.
- No member shall be left uninformed — all will receive communications in the method best suited to them. It is the members responsibility to report which type of communication they want the organization to honor.

BE IT FURTHER RESOLVED:

That; this Board **Communication Plan (2025–2028)** shall remain in effect indefinitely with the following conditions; this plan is revisited on or before **September 11, 2026**, and again in 2028 no later than 2/2028 or until amended or replaced by subsequent board action, and shall be entered into the official corporate records of *Never Forget 9/11 Memorial Inc.* as part of the [October 3, 2025 Executive Committee Meeting Notes](#).

APPROVED BY:

BE IT FURTHER RESOLVED:

That this **Board Communication Plan** shall remain in effect indefinitely, with review on or before **September 11, 2026**, and revisited with new directors (*if Any*) in 2028 or until amended or replaced by subsequent board action, and shall be entered into the official corporate records of *Never Forget 9/11 Memorial Inc.* as part of the [October 3, 2025 Executive Committee Meeting Notes](#).

Name / Title	Status or Signature	Voting Date
_____	_____	_____
Bernadette Opsahl, Executive Director	Yes	10/13/2025
Robert Opsahl, Director	Yes	10/13/2025
Henry Jordan, Director	Yes	10/13/2025
Myrta Gschaar, Officer	Yes	10/13/2025
Wendy Wiital, Officer	Yes	10/13/2025

CERTIFICATION

I, the undersigned, do hereby certify that I am the duly elected and acting Secretary of **Never Forget 911 Memorial Inc.**, a Michigan nonprofit corporation, and that the foregoing resolution was duly adopted by Regular Meeting of the Board of Directors, at a meeting held on **October 13, 2025**, at which a quorum was present, and that such resolution is now adopted in full force and effect.

Date: _____

By: _____

Name: _____

Title: Secretary, Board of Director