

NEVER FORGET 911 MEMORIAL INC.

A Michigan 501(c)(3) Nonprofit Organization

BOARD MEETING MINUTES

Date: October 9, 2025

Scheduled Meeting Change:

The Board Meeting originally scheduled for **October 16, 2025**, was rescheduled and held on **October 9, 2025**.

Time: 5:45 PM

Location: 6655 South Summerway Court, Lambertville, Michigan 48144

Meeting Type: In-Person Board Meeting

Dinner was held prior to the meeting and paid for by the organization.

1. Call to Order

The meeting of the Board of Directors of Never Forget 9/11 Memorial Inc. was called to order at **5:45 PM**, with a quorum present.

2. Attendance

Present: Myrta Gschaar, Henry Jordan, Scott Heacock, Robert Opsahl, Bernadette Opsahl, Kevin Wexler, Al Prier

Absent: Wendy Wiital and Judi Russ

3. Approval of Prior Minutes

The following minutes were presented and approved:

- **September 18, 2025, Board Meeting Minutes** (meeting canceled; minutes reflect cancellation)
- **August 21, 2025, Board Meeting Minutes**
- **Executive Meeting Minutes and Handout dated September 30, 2025**
- **September 2025 Board Agenda**, with acknowledgment that no meeting occurred and that the minutes properly reflect the cancellation

Motion: Henry Jordan - **Second:** Bernadette Opsahl - **Vote:** Unanimous

4. Treasurer's Report

The Treasurer's Report was presented and reviewed.

Motion: Al Prier - **Second:** Henry Jordan - **Vote:** Unanimous

5. Approval of Pending Resolutions

All pending resolutions previously circulated were presented for approval.

Motion: Henry Jordan - **Second:** Kevin Wexler - **Vote:** Unanimous

6. Structural Engineer Update

Discussion was held regarding **Larry Fast** serving as Structural Engineer. It was reported by Scott that Mr. Fast has agreed to work with the organization.

7. Meeting Location & Volunteer Capacity Discussion

Scott Heacock raised concerns regarding:

- Continued meetings being held at the President's residence
- The volume of emails, requests, and duties being placed upon him in a volunteer capacity
- His work being provided **pro bono** and the impact of communication overload

Scott requested that meetings return to the library and expressed dissatisfaction with current communication practices. This discussion caused a significant disruption during the meeting.

Henry Jordan stated that efforts would be made to ensure Scott feels more comfortable in his role, working collaboratively with the Executive Director. Bernadette Opsahl agreed.

Kevin Wexler stated that he shared similar concerns regarding email volume and confirmed he prefers to continue using his existing AOL email address.

Bernadette Opsahl explained that meetings at the President's residence were intended to be informal and to allow members to eat prior to deliberations. She stated she did not wish to eliminate virtual meeting options and suggested a hybrid approach.

Decision: The Board agreed that:

- Meetings will return to the **Bedford Library**
- Meetings will allow **remote (hybrid) participation**

Motion: Henry Jordan - **Second:** Kevin Wexler - **Vote:** Unanimous

8. Business Plan & Funding Discussion

Myrta Gschaar requested guidance from Al Prier regarding next steps for the business plan.

Discussion included:

- The need for an **updated Business Plan**
- Consideration of **veteran representation** on the Board
- The need for an engineer
- The necessity of sufficient funds in the organization's bank account before returning to township review

Scott reviewed prior estimates:

- Dane (Toledo Twisted Iron): approximately **\$125,000**
- Scott Heacock estimate approximately **\$130,000**

Al Prier stated that construction cannot proceed until sufficient funding is demonstrated.

Al also stated that:

- Bedford Township may consider funding if veterans are involved
- He will consult with the Bedford Township attorney
- Veteran-focused language should be reflected in the Business Plan

9. Administrative & Community Engagement Discussion

Myrta Gschaar expressed the need for:

- Administrative assistance
- Support with funding strategy
- Physical volunteer help for events and mailings
- Greater community voice and outreach

She noted:

- Not all Board members are in the Facebook group
- Not all members follow or engage with the public Facebook page
- Limited sharing, tagging, or promotion across personal platforms

Bernadette Opsahl agreed and stated that ineffective posting practices (lack of tags, mentions, hashtags, and engagement language) limit outreach and growth despite repeated guidance.

Kevin Wexler suggested exploring assistance from:

- National Honor Society students
- Church youth groups

Myrta reiterated her interest in a youth group; however, the Board did not approve forming a youth group committee at this time.

10. Internship & Staffing Discussion

Myrta reported that **MPM Wealth Investors** inquired whether the organization could support internship hours for students if a larger donation were made.

Decision: The Board agreed to support internship hours.

Discussion was also held regarding the possibility of future **paid staff**, contingent upon securing additional funding. General agreement was noted.

11. Communication Practices

Bernadette Opsahl stated she will discontinue using the shared calendar to invite members to meetings due to excessive email notifications.

The Board agreed to:

- Stop using calendar invites
- Avoid email and text communications except in emergencies
- Use individual text messages or group texts as needed until a communication system is finalized

Bernadette was tasked to:

- Create a **bi-weekly communication preference survey**
- Draft **Adoption of Board Communication Policy**, with an expiration year of **2028**

Bernadette also reported that the Governance Committee met on **October 3, 2025**, and presented those minutes as a handout. All members except Scott agreed with those minutes. Despite this, the minutes were accepted as part of the meeting record.

Scott declined the proposed communication plan, causing further disruption. The Board reaffirmed that communication practices will be revisited. However, all agreed that we will

move forward with a communication policy, plan, and approve the committees minutes, and work on changing Scotts board status for his service year 2025 and forward.

Motion: Henery Jordan - **Second:** Kevin Wexler - **Vote:** Unanimous

12. Fundraising File

Bernadette Opsahl reported creation of a centralized fundraising opportunities files and requested collaboration. She was tasked with adding the file to the shared collaboration folder.

13. Additional Construction Updates

Scott Heacock stated:

- Sheet metal information is still required
- Toledo Caisson Corporation 6275 Consear Rd, Ottawa Lake, MI 49267 has agreed to assist with tower mounting

14. Annual Meeting & Governance Toolkit

The Board selected **December 18, 2025**, as the **Annual Directors Meeting**, with mandatory attendance expected. In the event of low attendance due to the holiday season, Henry Jordan, Bernadette Opsahl, and Robert Opsahl were designated as authorized directors to conduct business un mandatory everyone else optional but preferred.

Discussion was held regarding the [Governance Toolkit](#), which by law must be reviewed and acknowledged by the Board.

- Review and approval is required **no later than December 18, 2025**
- The item cannot be deferred beyond year-end

Motion: Henery Jordan - **Second:** Kevin Wexler - **Vote:** Unanimous

15. Adjournment

The meeting was adjourned at **6:30 PM**.

Motion: Scott Heacock - **Second:** Bernadette Opsahl - **Vote:** Unanimous

16. Next Meeting - November 20, 2025

17. Reminders

- October 17 – Virtual meeting with potential grant support
- October 11 – Scott to present final rendering
- October 13 – Officers communication meeting
- October 14 – Technology Committee meeting (optional)
- October 15 – First newsletter release & Governance Committee meeting
- November 11 – Veterans Day library event
- November 16 – World Day of Remembrance for Road Traffic Victims
- November 17 – CPA Follow-up meeting
- Domain renewal due November 30, 2025

18. Action Items – Updated Status

Completed:

- QuickBooks pricing follow-up (Bernadette Opsahl)
- Five-year budget projection (Bernadette Opsahl)
- Final construction budget (Scott Heacock)

Not Completed / In Progress:

- Gmail accounts setup (All except for Kiven)
- WTC steel authentication (Myrta Gschaar)
- Budget emailed for Business Plan (Scott Heacock)
- Learning materials binder (Myrta Gschaar)
- Website interview uploads (Bernadette Opsahl)
- Memorial registry listing (Myrta Gschaar)
- Vision statement (Myrta Gschaar)
- Engineer search (Chase Lindecker – in progress)
- Master gardening and mowing document (Judi Russ)

Canceled / Redirected:

- Grant research (Wendy Wiital) – redirected to Bernadette Opsahl

Respectfully submitted,

Bernadette Opsahl

Secretary

Never Forget 911 Memorial Inc.