

Board Meeting Agenda

League of Women Voters Dane County March 10, 2021 Board Meeting

1. Call to Order
2. Approval of Board Minutes - 5 minutes
3. Treasurer's Report - 10 minutes
4. Consent Agenda - 3-5 minutes
 - A. Financial Report
 - B. Executive Director Report
 - C. Fund Development
 - D. Communications
 - E. Membership
 - F. Voter Service
 - G. DEI
 - H. Bulletin
 - I. President's Report
5. Discussion Agenda
 - A. Move from Consent Agenda
 1. Treasurer - Account Signature Approvals - Jean (3-5 minutes)
 2. Governance - Employee Pay Period and Bylaw Update - Maria (3-5 minutes)
 3. Programs & Advocacy - Georgiana (5-10 minutes)
 - B. Old Business
 1. Planning Retreat Outcome - Chris (5-10 minutes)
 - C. New Business
 1. ED- Pres Transitioning Responsibilities (10-15 minutes)
 2. Selection of Carrie Chapman Catt Award Winner(s) - Chris and nominators (15 minutes)
 3. Partnerships coordination across domains and committees (10-15 minutes)
 4. Board approval of Annual Meeting timeline, agenda and ballot process - Chris (10 minutes)

March 10, 2021 Board Meeting Minutes
Conducted remotely using Zoom

Present: Chris Clements, Paul Lindquist, Marian Matthews, Mary Ellen Schmit, Joan Provencher, Maria Spinozzi, Marilyn Stephen, Linda Dietrich, Jean Jacobson, Georgiana Hernandez, Bonnie Chang, Laura Grueneberg, Joan Schwarz

Absent: none

Meeting called to order by President Chris Clements at 5:33pm

Minutes--Joan Provencher

Motion to approve the January minutes by Hernandez, seconded by Dietrich, approved

Treasurer's report--Jean Jacobson

Revenue for the month is \$5.7k of which \$3k is due to the Valentine's Day campaign. The campaign produced less than last year due in large part to the success of the Making Democracy Work fall campaign. Exclusive of the Dane County Contract, overall ytd revenue is within \$13k of the annual budget.

Expenses for the month totalled \$12.2k, doubling the amount spent in January. The three main areas accounting for the increased expenses included the addition of the Executive Director salary, consulting services related to the Voter ID Coalition project and speaker fees related to the forums. Overall, expenses exclusive of the Dane County Contract are \$60k less than budget.

The League experienced a net operating loss of \$6.5k for the month. Year to date we have net operating income of \$26k versus a budget operating loss of \$20k.

The Balance Sheet remains strong with Cash on Hand of \$136k and a Memorial Trust Fund balance of \$657k. Liabilities total \$22k resulting in net assets of \$775k.

Consent Agenda

No items were moved from the Consent Agenda to discussion. See appendix for reports on consent agenda items.

Moved by Jacobson, seconded Schmit, approved

Discussion Agenda

Treasurer--Account signature approvals--Jean Jacobson

Motion by Jacobson, second by Grueneberg to approve the following persons as signatories on the Old National Bank account: Christine Clements, President, Jean Jacobson, Treasurer, and Kathryn Vickery, Executive Director. Motion was approved

Governance--Employee Pay Period update to handbook--Maria Spinozzi

Maria proposed the following:

Updated: Pay Periods: Employees shall be paid every other Friday for the two week period ending **two weeks prior**. This permits **two weeks** for processing between the end of a pay period and issuance of a payment.

Reason for Change: Our payroll processing firm, SurePayroll, sets the schedule and uses a two week gap not a one week gap. This was only realized once the switch to biweekly from monthly was made.

Motion made by Spinozzi, seconded Provencher, approved

Governance--Update to by-laws re: removal of a board member--Maria Spinozzi

Maria proposed the following:

Previously Proposed Amendment:

Sec. 2. Removal of a Board Member

A board member may be removed from office based on fraud, conflict of interest, breach of confidentiality, personal conduct or failure to perform. Prior to removal, **the president and one other member of the executive committee** shall discuss the matter directly and in confidence with the individual board member. If the matter is not resolved immediately or over a reasonable period of time, the board member shall be given a written opportunity to resign before the matter is submitted to the full board for a vote.

Updated Proposed Amendment:

Sec. 2. Removal of a Board Member

A board member may be removed from office based on fraud, conflict of interest, breach of confidentiality, personal conduct or failure to perform. Prior to removal, **two members of the executive committee** shall discuss the matter directly and in confidence with the individual board member. If the matter is not resolved immediately or over a reasonable period of time, the board member shall be given a written opportunity to resign before the matter is submitted to the full board for a vote.

Reason for Change: A member reviewing the changes pointed out that the previously proposed amendment did not account for the case where the president is the board member who may need removal.

Motion made by Spinozzi, seconded Dietrich, approved

Other Governance Items

An info session for members regarding bylaws updates will be held on April 20th at 5:30 pm. This will be in the April *Bulletin* and e-news closer to the date.

Program/Advocacy--Georgiana Hernandez

Motion by Hernandez to accept panelists for the April 13 forum, *Watts Ahead—Financing Our Energy Future*. Panelists include: Jason MacDuff, Vice President of greenpenny, a virtual carbon neutral bank; Thomas Myers, Director of Business Development for Slipstream, a mission-driven nonprofit that “inspires new solutions to big energy challenges”; and Scott Smith, Assistant Vice President, Business and Regulatory Strategy, Madison, Gas and Electric Company.
Seconded Schmit, approved

Advocacy--Joan Schwarz

Joan is in the process of onboarding for the Advocacy part of Program/Advocacy which will begin when appointed to the Board. I have met with Georgiana Hernandez to begin working on the structure of Advocacy which Marilyn Stephens had organized. The current structure (Observer Corps, an Advocacy Corps, Quick Alert Team and a Speakers' Bureau) will be re-organized as the organizational structure for Advocacy evolves during the next few months.

Old Business

A short-term working group is proposed to use the planning meeting summary report to develop an action plan for 2021-22 (see especially p. 25). The group will meet every other week for 4-6 weeks and develop a concise planning document. Executive Committee members will serve on this committee. Up to two additional board members are encouraged to volunteer to join this group.

New Business

Executive Director to President Transitioning Responsibilities--Chris Clements and Kate Vickery

Kate shared that she and Chris are meeting weekly to discuss how work will be divided between the ED and the President. These meetings may become less frequent over time.

A few ways of working that feel “settled” at this point are:

1. **Board:** The President will continue to manage the Board of Directors by calling meetings, setting agendas (with the Exec Committee's input), and facilitate Board meetings. The ED will attend board meetings and provide a written report.
2. **Exec Committee (EC):** The ED will be a member of the Exec Committee, but without voting authority. The President will continue to call and facilitate the meetings. Agendas are set by the President in consultation with the Exec Committee members and ED. The EC will maintain notes from all meetings.
3. **Relationship between board members and ED:** Communication from the board to the ED (e.g. the board wants the ED to do something) should come via the President.
4. **ED relationship to Office Administrator:** Kate is Cindy's direct manager.
5. **ED Current Priority Domain areas of deep learning and leadership:** Fund Development, DEI, Communication/Publicity, Finance

Ways of working that are going to take some time to settle into:

- Members should not be asking the Office Admin to enter into new areas of work without going through the ED. Cindy provides technical support to many board members and domain areas and should absolutely continue to do that, however. This will take time to feel into and transition, but the general principle is that the ED is the manager of the Office Administrator, and the ED understands the demands on the Admin's time.

Selection of Carrie Chapman Catt Award Winner(s)--Chris Clements

The board discussed two candidates that were nominated for this award. The discussions are confidential until the announcement at the Annual/Membership meeting.

Annual Meeting timeline, agenda and ballot process--Chris Clements

Chris reviewed the timeline for the Annual Meeting. As we did last year, the business part of the meeting will be held by mail ballot due to current COVID restrictions. In addition this year, a membership meeting will be held by Zoom on June 2nd.

Annual Business Meeting Agenda - Due Dates

April 26 - May 17	Read Annual Meeting Materials and Annual Reports
May 10	Last day to email any questions to the office
April 26 - May 17	Vote and Mail the enclosed Ballot
May 17	Last day to mail Ballot
May 26	Ballots due
June 2	Annual Meeting

Motion to approve the proposed schedule by Spinozzi, second by Provencher, approved

**LWVDC Partnerships management across domains
and committees--Chris Clements**

A discussion was held regarding our various partner organizations and the related contact people. It was noted that various domains might be interested in working with these organizations and there is concern about multiple contacts being made to the same entity by different people which could create confusion. The Little Green Light software tracks these organizations but not all board members have access to it. It was noted that there is a need for protocol. No final decisions were made.

Meeting adjourned at 7:12pm

Respectfully submitted
Joan Provencher, Secretary

APPENDIX A

CONSENT AGENDA ITEMS

Finance

All domain areas have submitted their budgets for Fiscal Year 21-22. Currently under review by the Treasurer, the budgets will be reviewed with the Executive Director on March 15 and with the Finance Committee on March 18th. The budget will be presented to the Board for discussion and approval on March 24th.

The Finance Committee is almost finished with their consideration as to the establishment of a formal Endowment Fund. The final step to be completed with the Fund Development Committee is to meet with both member and non member donors to gain their perspective on the benefits of an Endowment. Once this step is completed we will bring the discussion to the Board for a decision.

The Committee has reviewed both the SEP IRA and Simple IRA retirement plans as potential offerings to League employees. The Committee felt the Simple IRA best suited our requirements. The next step is to work with our brokerage account, Charles Schwab, to establish the account.

Executive Director

What I've been up to

I've spent my first three weeks meeting with lots of people and attending committee meetings. I have had one-on-one meetings with 30 folks so far, including all of the board members and many of the committee leaders. For details, see my onboarding workbook and the "one-on-one meetings" tab. I'm still very open to additional suggestions on folks to meet with individually in the coming weeks. I have also made good progress on the

onboarding activities that the Board mapped out in its strategic planning process. You can see details in the workbook “Activities” tab. I have attended meetings for the Executive Committee, Fund Development and Programs. In March, I will be attending DEI, Voter Service, Finance, Dane County Redistricting Committee, Membership, the March Forum, a Discussion Unit, and the State Legislative Committee. On Thursday, March 4th, we hosted the “meeting and greet” for any interested League members via Zoom. We had 35 RSVPs and 20 attendees with members both old and new.

My current priorities

- Operations
 - Working closely with Jean to understand and provide suggestions about our current financial position and budget for the coming year
 - Work closely with the TBD working group on moving forward on the strategic planning recommendations from Sharon Salzberg
 - Creating a clear annual work plan for the organization so that it’s easy to understand what’s coming up
 - Digesting our current policies
- Strategy
 - Listening and honoring the work of the League’s volunteers while adding capacity to the League’s long history of good work
 - Helping to facilitate hard conversation and culture change within the organization around our DEI values, particularly around the culture of urgency.
 - Helping the League build collaborative, trusting relationships with organizations that are led by Black, Indigenous, and People of Color (BIPOC)
 - Helping the League use its voice strategically and clearly to communicate both with members and with our wider community.
 - Maximizing the League’s advocacy impact on local policy with intention and without franticness.

Fund Development

Year-to-Date fundraising	
General donations	\$31,076.31
Matching gifts	19,487.68
MDW seed money	14,000.00
Grants	9,184.09
Memorial gifts	1,591.00
Other	25.00
<u>Sustaining</u>	<u>15.00</u>
Year-to-Date Total	\$75,379.08*
FY 2020/21 Goal	\$90,000.00
Difference	\$14,629.92

*Total as of 3/8/2021

Approximately 84% of goal

Gifts of note: The Valentine's Day/Birthday campaign raised \$4,335 as of 3/8/21.

May Challenge Campaign

A generous donor has offered to support a matching challenge campaign in May. We will share details as the campaign plans are solidified.

Why I Give

Feedback about the Why I Give series of donor profiles has been very positive. We plan to continue the stories and are working to identify people to showcase.

We're eager to highlight a cross-section of donors who are committed to the League and who are willing to share their stories. If you have suggestions, please forward them to Linda Dietrich at lindagfd@gmail.com

Endowments

Invitations have gone out to possible endowment focus group participants. Five people have already committed to being part of the discussion.

Communications

Twitter analytics for Feb & 9 days of March

28 day summary with change over previous period

Tweets
53 ↓31.2%

Tweet impressions
22.9K ↑35.4%

Profile visits
2,447 ↑23.9%

Mentions
11 ↑10.0%

Followers
714 ↑15

Feb 2021 • 28 days

TWEET HIGHLIGHTS

Top Tweet earned 3,112 impressions

"Constantly feeling like you have to battle in those spaces is particularly exhausting. Racism is a problem for white people to solve, but it's a problem that Black people and brown people and other people of color experience and suffer under." @Braunginn & @nadaelmikashfi twitter.com/CapTimes/status/1361111111 pic.twitter.com/9wrUJFBx7c



View Tweet activity

View all Tweet activity

Top mention earned 56 engagements

Madison WI Clerk
@MadisonWIClerk Feb 13

Voting on Tues? Make sure you have the right photo ID.

If you don't, the Dane Co. Voter ID Coalition can help you out. This partnership between NAACP Dane Co. and @LWVDaneCounty helps folks get the ID they need for voting.

#MadisonVotes2021 #vote #elections @WiscVoterID [pic.twitter.com/72eANK0jz9](https://twitter.com/72eANK0jz9)



FEB 2021 SUMMARY

Tweets

66

Profile visits

2,566

New followers

17

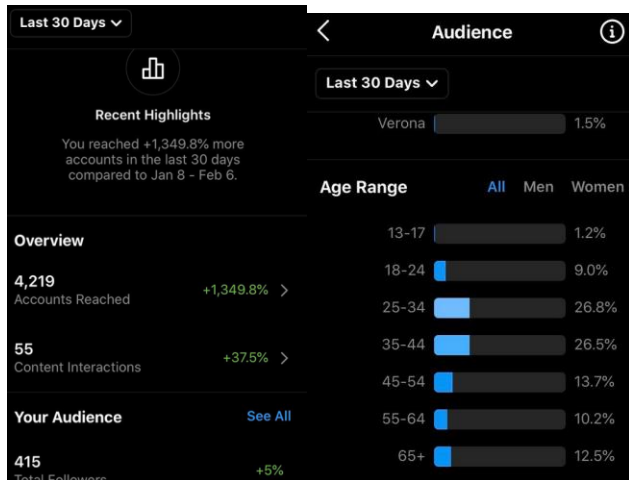
Tweet impressions

23.7K

Mentions

13

Instagram analytics



The month of February included social media blasts about 100 years and our Valentine's day fundraiser. Also included reminders in the days/weeks leading up to the February primary and letting folks know where they can find info about their ballot.

Most recent Instagram reel had over 3,000 views. All City of Madison Common Council candidates (the most diverse cohort in history) all follow and interact with the Twitter account. Rep Hong, her chief of staff, Rep Shelton, and 2 Dane County Board members regularly retweet LWV content.

March will focus on the April election, information about voter suppression, and info about women suffragists (or voting activists) that have made an impact in Wisconsin for Women's history month.

Reminder - Events are posted on the LWV Dane County's Facebook page for all major league events. Instagram stories (24 hours) and Twitter are also posted the day of to remind folks. Press releases are sent for Candidates's Answers and all major League forums.

Membership

Total Membership - 622

Includes:

26 - Life members

24 - student members

55 - Second household members

9 - New members in February

The Membership Committee now has two sub-committees---Member Recognition and Member Engagement (for all members, not just new members). The New Member Orientation continues its welcoming Zoom meetings in the weeks to come. Volunteer Opportunity Slides will be updated soon and we will ask committee or project leaders to update slides that pertain to their individual groups.

Linda Syth has begun working on development of a dashboard for Membership.

Voter Service

1. Campus website project

We are partnering with the Wisconsin Voting Rights Coalition (WVRC) on a project to improve the quality of voting information available on university, college and technical school websites. LWVDC volunteers are collecting information on the person(s) responsible at each institution for maintaining the voting information web page.

2. Driver license renewal - impact on voter ID

Due to the pandemic, the DMV has a grace period until May 21 for driver license renewal for people over age 60. This has confused some voters who tried unsuccessfully to use their driver license which expired prior to November 3, 2020 as an ID for voting. We are working with LWVWI to clarify with the WEC whether they are allowing clerks and election inspectors to accept documentation from the DMV that indicates a driver license is unexpired, even if the hard copy driver license lists an expiration date prior to 11/3/2020.

3. Voter ID Coalition

The Voter ID Coalition has been publicizing the Voter Helpline:

- Last month we reported that we contracted with Tori Dexter to help us run Google ads promoting the Helpline but that due to the violence at the US Capitol, Google had taken a hard stance about voting related advertising. Recently Google reversed its policy and our ads are now running!
- Our street banner will hang on the pedestrian walkway on Park Street March 21 - April 5.
- We are conducting a joint effort with Voces de la Frontera to publicize the Helpline to the Latinx community
 - Flyers in Spanish to be distributed at Latinx stores and businesses
 - PSAs on La Sabrosa Radio
 - publicity information posted on Voce's website and social media

4. Candidates' Answers schedule

- Online on our website Monday, March 15
- Printed copies will be in the office Monday, March 15
- Insert in WI State Journal Wednesday, March 17
- Insert in WI State Journal Monday, March 22

5. Apartment Project

Adopters are distributing two types of flyers

- "Forever" flyers for new apartment residents
- April election flyers for all residents

6. Food Pantries

Where permissible, we will distribute April election flyers in the food boxes

DEI Committee

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- The second quarterly DEI Café of 2021 will take place on April 24 from 10-11:30 am. The café will be an extension of the April book discussion of *The Color of Law: A Forgotten History of How Our Government Segregated America* by Richard Rothstein. Members of the DEI Committee will facilitate the discussion for the café and will help with facilitation of the book discussions. Copies of the book will not be purchased for loan from the office because local libraries should have sufficient copies. Registration will open for the book discussion and cafés in late March.
 - The DEI-related submission Lisa Janairo wrote for the March *Bulletin* shared ideas generated during the January DEI Café. In April, Lisa will preview *The Color of Law*, in part to generate interest in the April DEI Café.
 - The LWVWI DEI Committee met weekly in February and the meetings continue into March. The next scheduled meeting on March 9 will focus on defining the committee's purpose and priorities; understanding the role of the state-level committee vis-à-vis the local DEI committees and the Community Alliances Committee; and refining the position description for the new state-level DEI Coordinator.
 - The LWVDC DEI Committee will meet on March 9 from 12-1 pm to continue refining the DEI self assessment and the committee's recommendations to the Board; develop plans for the April café; and discuss ideas for a DEI resources web page and DEI-related topics for the weekly emails.

Bulletin

Bulletin Articles due March 20th.

Let Lauren know by March 14th what you plan to submit.

President

Report from Executive Committee meetings

Board Planning Retreat - The Executive Committee discussed Sharon Lezberg's final report from the Winter 2021 Board Planning Retreat. It was decided that the EC (and any volunteers from the Board who are interested) form a short-term working group that will take the summary report and turn it into a summary action plan that will become the annual work plan for 2021-22. The group will meet every other week for 4-6 weeks and develop a concise planning document.

Executive Director-President Responsibilities - The EC had an extensive discussion about differentiating administrative roles between the board president and the ED. It was decided that the next 3 months would be an onboarding period wherein the ED and President would share responsibilities. During this period, the ED will supervise the office administrator and focus on operations areas (Finance, Communications, Fund Development, DEI) and the president will maintain focus on Membership, Programs & Advocacy and Voter Service. Reassessment of responsibilities will take place in June.

Programs & Advocacy - A clarifying discussion took place on Action and Advocacy. A new domain is not being created, but the chair of the Advocacy Committee will be appointed to a one-year board term (pending approval of the board). This was the same process used when Marilyn Stephen was appointed to the board as the Action Chair two years ago. Advocacy will remain a subarea in Programs & Advocacy, and will work collaboratively with the Domain chair, Georgiana Hernandez.

Other

The EC finalized the agenda for the March 10th board meeting, with the exception of items to be moved from the consent to the discussion agenda based on board member requests.

Kate joined the EC for the first time at the February 17 meeting of the EC. At the meeting, the work plan for the annual business meeting and the agenda and timelines were discussed. The business meeting will take place as it did last year, with all business conducted via U.S. mail documents and e-mail questions solicited from the membership. Final business will be conducted on May 26th, when ballots will be counted. There is a plan to have an open membership meeting in early June to share outcomes and discuss the coming year. This is an opportunity to connect with members after two years without a face-to-face meeting.

Annual Meeting - As a reminder, the **Annual Business Meeting domain reports are due to Cindy and Chris by April 1 at the latest.** They must be received by this time in order to be edited, pulled into the final document, printed, mailed and into the hands of members by 30 days prior to the May 26th deadline for ballot receipt. Last year's report and guidelines for this year's reports may be found at [2021 Annual Business Meeting](#). The annual meeting with membership will be held on June 2nd. The seven domain chairs will be asked to give brief 3-5 minute updates during this virtual meeting. These reports might include one particular story of success, and one strategic intention for 2021-22.

Communications

No LWV DC organization level communications were sent out on behalf of the League since our last board meeting.

Thank you's

- Kate, for the many hours of back-to-back meetings she has logged in order to get to know our volunteer leaders and better understand the inner and outer working of the LWVDC, and for the systematic plans she is putting in place to make transition and coordination a smooth process
- Aileen Nettleton and Georgiana for the annual business meeting work plan that continues to be my guiding light in thoroughly preparing for the meeting
- Maria Spinozzi for so readily stepping in as VP Governance and masterfully managing our move to new bylaws adoption

- All board members for the active participation in the planning sessions and their efforts to begin operationalizing some of the process improvement discussed in these sessions
- The Executive Committee, who logs in considerably more time and effort on EC business than was the practice of previous ECs
- The Finance Committee members for their support of the board budget process

RCV Study Committee

The written study is in editing. We had about five editors volunteer to edit which has been a tremendous help.

Three of four topic based info sessions have been held, the fourth is on March 14th at 4pm. Video presentations from each are uploaded to our youtube channel.

Consensus questions are in draft/still being worked on, and we are meeting with Program starting this week to plan a culminating event which will be in June. Materials will be distributed to members prior to a final event.

The board should be prepared to review a potential position/vote on a position in June or July.

Program/Advocacy Summary of Recent Activities and Accomplishments

- Since the February Board meeting, we have produced three virtual forums: [*C'Mon – Wisconsin Needs Clean Energy!*](#) - - *Exploring win-win aspects of an alternative energy transition* (2/9), with 111 attendees, representing nine League chapters; [*Crisis Cops: Creating Communities of Care*](#), with a special screening of the HBO documentary, [*Ernie and Joe: Crisis Cops*](#) (2/18), with 101 attendees, representing 10 Leagues and six states and D.C.; and [*How Does a Divided Wisconsin Move Forward?*](#) (3/9), with 151 attendees.
- Since our last board meeting, we've published two *Swinging for the Fences* blogs: [*Iowa Stubborn—Reducing Carbon on a Major Scale*](#), by Ralph Peterson (2/28); and [*People in Crisis: Law Enforcement's Response Matters*](#), by retired psychotherapist and League member, Pat Patterson (2/14).
- We sent an online survey to members asking them to help us assess the 2020-21 program and to give input on the program for 2021-22.

Activities in Progress and Upcoming Events

- The LWVDC Working Group for Fair Maps is mobilizing League members and others to testify at an upcoming Fair Maps hearing on March 11.
- The Book Group facilitators will host two discussion sessions of *Bring the War Home* by Kathleen Belew. The book provides an historical perspective on the motivations of the white power movement. Virtual sessions will be held Saturday, March 20 or Monday, March 22, both from 10 -11:30 a.m.

- Our Member Input Planning Team will hold two focus groups on March 22 and March 23 to get additional member input on the 2021-22 program.
- The Climate Crisis Subcommittee is planning its last forum for the year, *Watts Ahead—Financing Our Energy Future*, scheduled for Tuesday, April 13, 7-8:00 pm. Carol Barford, our moderator, will begin the forum with a 2-minute primer on the current US grid. We will have three speakers on the panel. The panelists from greenpenny and Slipstream will speak about financing clean energy projects at different scales, including “crowdfunding.” The third panelist will cover legal and institutional aspects.
- Pat Patterson, Discussion Unit Coordinator, continues to work with the Discussion Unit leaders to plan the monthly sessions and troubleshoot technology issues experienced by some of the groups.
- Several Program Committee members will be working with the Ranked Choice Voting study team to plan a final RCV event that draws on what members who attended various RCV activities have learned over the past six months.

Calendar

March

Final Planning for April General Meeting

Board approves budget for upcoming year, March 24, 2021 (Must be approved by Board 1 month before Annual Meeting)

Board selects Carrie Chapman Catt award winner

Due date for Annual Report, Annual Meeting materials (agenda, proposed budget, nominating committee slates of candidates, candidate bios)

Bulk mailing of CA to all candidates and to members who request it

Deadlines for April *Bulletin* (including call for self-identifying 50- year members), study materials

Deadline for Annual Meeting documents (April 1, 2021)

Annual Meeting Agenda must be mailed 1 month before Annual Meeting

? Fundraising chair begins soliciting seed money for May Member Challenge, if one is to be conducted

April

Annual Meeting preparation

Annual Meeting materials must be provided to members 30 days in advance of meeting

Deadline for new 50-year-member survey answers

Deadline for Carrie Chapman Catt Award

Spring Election-nonpartisan

Deadline for May Bulletin, if any

Formulate questions for fall CA in even years

Develop, print, and mail May Member Challenge letter, if one is planned

May

Annual Meeting, May 26, 2021.

May Member Challenge appeal (if one is planned)

Board approval of appointed directors

Confirm list of project coordinators, non-board committee chairs, and Unit Discussion leaders for next fiscal year

Updates to renewal/member interest sheet

Membership chair drafts renewal letter