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| **Goals and Objectives** | **Assigned to** | **Accomplishments** |
| 1. **We will grow to 125 members in five years**    1. Focus on recruiting younger members       1. Create action steps with measurable outcomes       2. Report on actions and outcomes    2. Select new ways to build our visibility, while continuing current approaches that are working:       1. Create action steps with measurable outcomes       2. Report on actions taken and achievement of outcomes | Member Growth Group | Since this goal was first adopted, we have added just six new net members (7.5% increase). We would need to increase the net member acquisition by 300% to reach our goal by 2023. This seems unlikely.  The average age of members is lower than what would have been expected. When we opened, our average age was 73. It is now 76, five years later. This means that, while our founding members who are still with us are 5 years older, because **we have gained more younger members (and lost more older ones)**, the average age has only increased by 3 years.  Our newest strategy is to recruit “out of area” members. We have enrolled two in the past 6 months. We have also successfully given several trial memberships (3 mos. @ $150).  The Member Growth Group has just adopted a new strategy of focusing on adult children of members (living locally) to raise visibility. This is a long-range strategy in terms of member growth.  Distribution of the *Preparing for a Serious Health Event* (see #3 below) is also a strategy for increasing visibility. |
| 1. **Our events and activities will be attended by a culturally and ethnically diverse group of people that is representative of the population of our service area so that members will continue to expand their understanding of racism in general and in our community.** | The Board of Directors will be responsible.  Denise will track and record events and attendees | We have had two events during the past year that emphasized diversity:   * 1. Delores Davis, a local African American nonagenarian and author spoke to a group of 20-25 people at a gathering last August.   2. In January, we co-sponsored a transgender panel with GenPride. It was attended by more than 25 people and resulted in our first transgender member.   3. Our application for funding from the King County Veterans Seniors and Human Services Levy was lengthy and detailed. It recapped all of our history and experience with studying and discussing racism and included a substantial focus on low income and African American elders. |

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| **Goals and Objectives** | **Assigned to** | **Accomplishments** |
| 1. **We will strengthen our capacity to support members who are isolated and may be homebound**    1. Develop objectives with measurable outcomes    2. Report on actions taken and achievement of outcomes | 1. Member Outreach Group 2. Denise will track achievements | 1. As a result of the deliberation and endorsement of several member-led groups, we instituted a Phone Buddy System. Originally intended just for new members, after the onset of the pandemic, this option was offered to all members and some 26 people are now buddied up formally (others, informally). 2. In addition, a pandemic-inspired Phone Tree, implemented in March of 2020, is proving a good, new way to support all members, including those who are isolated and homebound. |
| 1. **We will be sustainable with dues and realistic fundraising activities**    1. Set a 5-year reserves goal and propose an annual budget that has a surplus to build the reserves    2. Promote the activities of the Fundraising Group to all members and assess/report on success | 1. Finance Committee & Fundraising Group will report on actions taken 2. Fundraising Group, Denise, and Newsletter Editorial Board | During the time between the budget development for 2020 and the present, the full Board of Directors has served in the stead of a Finance Committee. This is because it is important for the Board, especially new Board members, to have a full understanding of our financials in order to avoid cash flow or other financial issues.  In April of 2020, the Board Treasurer will meet with the Fundraising Committee and report back to the full Board regarding actions taken or in process to assure the organization’s financial stability.  Denise has submitted several foundation grants as well as an application for a forgivable SBA loan for $10,000.  The Fundraising Committee has asked each member of the Board of Directors to identify at least one new donor who will be asked to contribute in the fall of 2020 during our annual campaign. |

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| 1. **Help members lead their best lives by:**     1. **understanding available housing options, including making their present homes safer, and**    2. **preparing for serious health events and other life changes**    3. Draft action steps using input from all-member meeting    4. Report to Board on results | 1. Paul Beck and Best Lives Task Force 2. Health Care Advocacy Task Force | 1. At least 3 sub-groups of the Best Lives Task Force took on assignments relative to identifying and describing housing options. The first group reported to all members at a December 2019 gathering. Under the leadership of Ellen Berg and Deirdre Cochran, a robust presentation on assisted living options stimulated member interest and discussion. An *Assisted Living Bookshelf* gave members more detailed information. Both were well-received. A second sub-group on continuing care retirement communities is ready to present to the full membership but that has been pandemic delayed. A third sub-group will provide content on co-living. 2. Members of the Health Care Advocacy Task Force, under the leadership of Denise Lishner, produced a very well-received Handbook for Members: *Preparing for a Serious Health Event.* The publication was widely distributed, both digitally and in a print version (thanks to our bank’s generosity). Members attended small group workshops to better understand the Handbook, which was also discussed by a panel at a January all-member meeting. At present, we are applying for copyright for the second edition. There has been a lot of discussion about further marketing of the Handbook, both to generate licensing revenue and to attract new members. |

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| **Goals and Objectives** | **Assigned to** | **Accomplishments** |
| 1. **Improve communication between and among members, member groups, Board and staff**     1. Routinely publicize interest group and Pod activities    2. Improve access to calendar and newsletter    3. Evaluate web site, including a survey of members    4. Implement a new website if feasible/appropriate    5. Evaluate current communication systems to determine whether members are using them (i.e., do they read the MMM, newsletter, other emails)    6. Share the Annual Goals and Action Steps with the membership | 1. Board Liaisons and Denise 2. Denise 3. Sue Lerner and Website Task Force 4. Sue Lerner and Website Task Force 5. Michael Kischner and Communications Task Force 6. Sue Lerner and Denise | 1. Denise routinely publicizes interest group and Pod activities in the Monday Morning Memo and other weekly email communications. 2. She includes a link to the website calendar in the Memo and also a picture of the calendar. 3. Sue has convened and structured a 5-member Website Task Force that is meeting regularly and in April fielded a survey of members. 4. In process 5. A Communications Task Force, chaired by Michael Kischner and consisting of a half-dozen members, met twice, surveyed the membership, and made recommendations, as well as affirming what was (Monday Morning Memo, Newsletter) and was not (website) working well. Their recommendation to set up a Buddy System for new members has been implemented (see #2 above). 6. Accomplished |
| **7. Create and disseminate to members a working definition of “Member-Driven”** | Board of Directors | A working definition of “Member-Driven” was created and disseminated to the membership 8.2019. It is attached [6.a.]. |

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| **Goals and Objectives** | **Assigned to** | **Accomplishments** |
| **8. Assure Members’ Privacy is maintained**   1. Develop a draft privacy policy 2. Suggest policy revisions if necessary 3. Revise and approve policy based on feedback 4. Create plan to disseminate to members 5. Create and implement strategy to assess policy compliance within Village and, if necessary, create strategies to increase compliance | 1. Board of Directors 2. Health Care Advocacy Task Force & Member Outreach Group 3. Board 4. Sue Lerner and Denise Klein 5. Sue Lerner | 1. The policy was drafted by Michael Kischner, Liz Ohlson, and Paul Beck and adopted by the Board of Directors in July of 2019. 2. It was sent to the Health Care Advocacy Task Force in August after Denise drafted a preamble. 3. It was also discussed at the Member Outreach Group on September 2. 4. No changes were made based on either of these discussions. 5. It is likely the policy was shared with the full membership. We should probably send it again. 6. The final policy is attached [6.b.]. |