

ATTACHMENT 1

<i>DRAFT AGENDA</i> <i>Wider Horizons Board of Directors</i>		Monday, June 14, 2021, 11:30 – 2:00 Debbie Ward's home 816 33rd Ave S Seattle WA 98144	
DRAFT AGENDA		Facilitator: Debbie Ward Timekeeper: Susan Adler	
Time	Item	Presenter	Outcome
11:30	Mingling and getting to know Janis Avery		
11:45	<i>Mission Moment</i>	Bob Anderson	Inspiration
11:50	Consent Agenda: vote to approve Agenda and Minutes of 5.10.21 Board meeting [Att. 1 and Att. 2] <u>without discussing them individually;</u>	Ann & Liz	Decision
12:00	President's Report	Ann	Information/Discussion
12:15	Executive Director's Report [Att. 3]	Denise K.	Information/Discussion
12:30	Update on planning for July "member driven" discussion	Janis Avery	Information/Discussion
12:40	B R E A K		
12:50	Anticipation of our first "Planned Gift" of appreciated stock	Bob	Information/Discussion
12:55	Resolution to establish a brokerage account at Fidelity pursuant to the above planned gift [Att. 4]	Jeanne Marie	Information/Discussion/ Decision
1:05	Create a process/assign tasks to prepare for review and possible revision of Board goals [Att. 5] at a future Board meeting	Ann/All	Discussion/ Decision
1:20	Reports from Groups <u>that have met or planned activity since last Board Meeting</u> as well as any new groups poised to begin	Group Conveners	Information/Discussion
1:45	New Business: Creating a process to let members know about each others' community and political activities	Sue	Information/ Decision

Invited: Susan Adler, Bob Anderson, Charles Heaney, Nancy Hooyman, Ann Lawrence, Sue Lerner, Denise Lishner, Liz Ohlson, Nancy Robb, John Rochford, Donna Sunkel, Jeanne Marie Thomas; Debbie Ward, Facilitator

Staff: Denise Klein

Guest: Janis Avery

Next Meeting: Monday, July 12, 2021: 11:30 am – 2:00 pm

Wider Horizons Board Meeting

May 10, 2021

11:30 AM

Consent Agenda and Minutes for April 12, 2021

Approved.

President's Report: Ann Lawrence

Ann shared her appreciation for the implementation of the Finance Committee. She noted the successful completion of the evaluation of our Executive Director Denise Klein, as well as the completion of an update to *Preparing for a Serious Health Event: A Handbook for Members*.

Ann announced that Denise Lishner will chair the Housing Committee which will continue the work that members who participated in a previous Task Force did, researching the many kinds of housing that are available as seniors age.

For the Board work on exploring the nature of a member-driven organization, Ann proposed having a facilitator work with the Board for the July meeting where that topic will be a focus.

Executive Director's Report: Denise Klein

Denise's report is included in the Board packet which is distributed to all WH members.

Role of ED in a member-driven organization

In response to a question about an item in Denise's report regarding her role in designing and implementing WH activities, she explained how her role complements that of engaged members. Susan Adler described how she, in leading the committee which is providing speakers for the upcoming Forums, is working with Denise who supports her to help the committee to be successful .

Other members thoughts:

- This topic should be addressed when we hold a discussion of the meaning of "member-driven."

- There needs to be more clarity regarding the work of Denise in helping to implement a project and the meaning of “member-driven.”

Denise felt that there is a slight misfit between her understanding of “member-driven” and that of some Board members.

Board arrangements for discussing Goal 1

Denise offered to provide a draft revision of Goal 1. Sue Lerner explained that in the past goals were revised based on new data and at a meeting addressing organizational goals.

Board arrangements for clarification of meaning of “member-driven.”

Ann Lawrence recommended that consultant Janis Avery be selected as the facilitator for the Board meeting to clarify the meaning of “member-driven.” Ann presented a flyer which describes Janis’s consulting business. Janis’s hourly rate is \$150 and a “not-to-exceed” cap of \$2,500 will be part of the agreement with her.

Ann Lawrence proposed that a Board ad hoc committee be selected to plan the meeting along with Janis. Nancy Hooyman, John Rochford, and Sue Lerner volunteered and Ann Lawrence and Denise Klein will serve as well.

Motion Approved: Janis Avery was selected as the facilitator. The “not-to-exceed” amount of \$2,500 was approved as well.

Facilitator and location of next Board meeting:

The next Board meeting will be held in person at Debbie Ward’s house. Care will be taken so that people do not have to sit close to each other if the meeting is inside. Bob Anderson suggested that we bring our own food.

In order for Board members to focus more closely on meeting issues and to learn more about effective facilitation, Debbie Ward will facilitate the June Board meeting. In response to questions about the change in facilitators, some Board members suggested we have Debbie facilitate 2

or 3 meetings and then decide where to go from there. Another Board member suggested that members with good facilitation skills be selected to facilitate. Others thought that we don't need a facilitator from outside the Board to regularly facilitate the Board meeting and that the current procedure should remain in place.

Motion Approved: The Board approved having Debbie Ward facilitate the next Board meeting.

Finance Committee Report: Jeanne Marie Thomas

Jeanne Marie presented a report showing Wider Horizon's 2021 First Quarter budgeted income and expense as compared to actual income and expense. Income has exceeded expectations, as we received a donation of \$5,000 that had not been anticipated. Expenses are very predictable and consistent. In the first quarter we had one-time expenditures for office equipment and member support.

The quarterly report is based on work that Denise did to project income and expense by month. In the 2022 budget, the Finance Committee will propose an annual budget with projections by month.

One member suggested that the Finance Committee present a variance report along with the quarterly report.

Reports from Groups that have met or planned activity since the last Board meeting:

Newsletter: The editorial board will meet within 10 days of the Board meeting.

Men's Group: They have met 2 times recently and will wait until things open in Phase 4 for the next meeting.

Somesuch: Players will read *Pride and Prejudice* on May 19.

Housing Task Force: Persons interested in joining the Housing Task Force chaired by Denise Lishner may apply by sending Denise Klein a paragraph about what they envision for this group.

Applicants are also to describe why they are interested in the group and what they could contribute. The Task Force will begin in July. Members will decide the frequency of the meetings.

Website: Sue Lerner requests that each group's leader be responsible for putting their events/committee calendar dates on the website calendar. She is available to assist.

**Fundraising Committee: Bob Anderson, Chair
Presenter, Tom Mesaros**

Bob Anderson described the background of the Fundraising Committee. The committee has been in existence since 2015. Current members include Ann Lawrence, Charles Heaney, John Rochford, and Tom Mesaros, as well as Bob (Chair) and Denise Klein (staff.) Bob reported the fundraising goal for 2020 was exceeded and that the 2021 goal for fundraising is \$60,000.

That goal will be sought in 2 campaigns: one in May and the other in October. A spring campaign letter will be sent to all potential donors by the end of May.

Ann Lawrence explained her strategy for regular giving. She asks her bank to transfer a monthly amount for Wider Horizons which includes her membership fee and a donation.

Tom Mesaros was introduced by Bob Anderson. Tom has long been the President and CEO of Alford Group, a national fundraising group. He was head of Providence Medical Center Foundation and Chair of the Edmonds City Council.

Below is the presentation that Tom gave on strategies for effective fundraising including Board member contributions. The information included came primarily from Tom with some contributions by Board members.

Transforming to a Philanthropic Board

When ½ of the revenue for an organization comes from donations, that's a Philanthropic Board. Wider Horizons gets around 50% of its funding from donations. See the slide presentation attached to these minutes for key points on cultivating and soliciting donors.

The bottom line of this presentation was to be personal, lead with your own commitment to giving and don't forget to make the ask!

Planned Giving

Bob gave an overview of why planned giving is important to the sustainability of Wider Horizons and why it is such an opportunity for future charitable giving given the age of our members and the people associated with WH.

Tom Mesaros gave a power point presentation entitled Planned Giving: Food for Thought (attached). Key areas included:

- What is planned giving
- Why do people give
- Common planned gifts
- Potential planned giving initiative
- Process for seeking commitments

Discussion included:

- Ways to promote planned giving through seminars offered by planned giving experts
- How to effectively invite people to include WH in their giving when a prospective donor is primarily concerned with people in dire need
 - Emphasize the WH commitment to include members who cannot afford the full dues amount
 - Noting our grass roots organization that has neighbors helping neighbors to stay at home safely

Bob closed the presentation with a thank you to Tom for his years of service on the Fundraising Committee and his willingness to continue as an informal advisor.

The meeting was adjourned at 1:59 pm.
Minutes submitted by Liz Ohlson

Members attending:

Susan Adler, Bob Anderson, Charles Heaney, Nancy Hooyman, Ann Lawrence, Sue Lerner, Denise Lishner, Liz Ohlson, Nancy Robb, John Rochford, Donna Sunkel, Jeanne Marie Thomas

Staff: Denise Klein

Goal 1: Support Current and New Members to Age Successfully¹

- a. Based on emerging member need and desires, ED has found and engaged the services of a personal assistant who is a licensed Occupational Therapy Assistant. Louise Andersen is available to help members as requested and directed. WH is paying Louise and billing the members, with a small mark-up. Louise has also provided services gratis to several members using WH general funds. This method of payment was selected after interviews with 4 members who all preferred it to paying directly.
- b. **The Forum Planning Committee**, led by Susan Adler, has come up with several ideas that are being pursued:
 - A panel of 2 or 3 past Seattle mayors (Charles Royer and Greg Nickels are on-board thus far) who will discuss the question of the declining livability of the City since they were in charge. Mark Stensager, a new member, will facilitate, working with several other engaged members who will funnel our questions to the mayors. Sue Lerner will line up the other two members who will work with Mark. ED is handling the details.
 - A panel to discuss the jeopardy of the free press in Seattle. This one is being organized by Michael Kischner and new member Soojin Kim.
 - The group will meet again this summer to develop more ideas for the 2021-22 Forum Program.
- c. ED is working with **John Barber** and **Sue Lerner** to plan a Zoom session for our members to express their appreciation for **Kate** and their sadness at her loss. That will occur as part of the regular Thursday all-member meeting
- d. **Michael Kischner** and ED are working on a publication of members' stories planned to appear in August.
- e. ED is supporting **Ann Lawrence** and **Bill Lippe** to put on the first outdoor house concert at Ann's home on July 19.
- f. ED supported **Sue Lerner** and **Debbie Ward** to set up a Zoom for meeting new members, as well as publicizing **Sue's** idea of compiling members' social and political activities for sharing with others.

Goal 3: Member Growth

- a. Membership stands at 98. As of 6/8, another household announced their intention to join August 1. They will be our 99th and 100th members and I recommend we celebrate them and the more than 20 or so people who have joined during the past year or so at an all-member meeting at the Central Area Senior Center this fall, perhaps with more than the usual attention to publicity. We have two more hot prospects and others inching forward in our pipeline.

¹ Recommend when goals are revised that Goal One apply to the community-building aspects of member engagement, while Goal Five, to those who have one-time or ongoing special support requirements or desires.

- b. New members continue to be somewhat younger than the present average.
- c. **Sue Lerner** and **Debbie Ward** are planning a “welcome to all who have joined during the past year or so” at an upcoming all-member Zoom.

Goal 5: We will strengthen our capacity to support members who are isolated and may be homebound

- a. ED’s primary activity is the ongoing phone tree (just “triggered” for the 26th time). It is now a monthly event. While it is sometimes difficult for the callers to get their reports in timely, the quality of the reports is incredible and very helpful to serving members adequately.
- b. Sometimes callers communicate with the ED in a separate, targeted way regarding a member’s pressing need and this allows for her services to flow in response to critical needs as well as those that are planned or routine.
- c. Several members are in the process of moving or settling in new quarters, assisted by other members, with some coordination of resources by ED.
- d. Several members are recovering from surgery, assisted by other members, with some coordination of resources by ED.

Goal 6: Financial Sustainability

- a. The May fundraising campaign began in mid-May. Bob Anderson will report on progress to date later today.
- b. **Bill Lippe’s** help in managing the flow of checks for donations, dues, and other items is extremely helpful.

Goal 7: Help Members....with Health Advocacy, Housing Options, Home Safety, Preparing for a Serious Health Event

- a. **Denise Lishner** will report later in today’s meeting regarding the new Housing Options Committee.
- b. **Wendy Carlton, Ann Lawrence, Sue Lerner,** and the ED met to discuss issues surrounding our Health Advocacy Program. The group decided to suspend recruitment of volunteer advocates for now. We are not able to provide them with the support they need and our current complex cases have proven too much for some of the advocates. Others find themselves with little or nothing to do for their advocate member. However, the materials developed by Wendy are good and will be shared. There are also barriers to members serving as advocates for each other.
- c. A new approach is being tried whereby WH refers a member to a professional case manager who can develop a long term care plan, leaving health advocates free to focus on the more routine tasks like accompanying a member to a medical visit.

Goal 8: Communications

When the group considers goals’ revisions, I propose this one be dropped. Our communications are in good order and need only minor tweaking.

Other

- a. ED continues to meet up with and speak with colleagues in other villages. Her contacts facilitated a meeting among herself, **Denise Lishner** as Chair of the Housing Committee, and the Seattle Public Library's Aging Specialist to plan a library-sponsored educational event about local villages.
- b. ED spent a great deal of time during May (as well as between January and now overall) in communication with Board members that is often enjoyable and stimulating but does not seem to be directed at any of the above goals or any other of our adopted goals. Does good Board function deserve its own goal?
- c. In addition, ED has worked diligently to support the Board Committee and facilitator working on a facilitated discussion about "member-drivenness" in July.

ATTACHMENT 4

RESOLUTION TO ESTABLISH AND MAINTAIN A BROKERAGE ACCOUNT AT FIDELITY BROKERAGE SERVICES

Approved by the Wider Horizons Board of Directors
Signed and Certified by the Secretary of the Wider Horizons Board of Directors
Elizabeth Ohlson
June 14, 2021

FIRST: That the following individuals are hereby authorized and empowered, for and on behalf of Wider Horizons, to establish, maintain, and act on this account with Fidelity Brokerage Services LLC and its affiliates for the purpose of purchasing, investing in, or otherwise acquiring, selling, possessing, transferring, exchanging, or disposing of, and generally dealing in and with any and all forms of securities. The fullest authority with respect to any such commitment or with any transaction by the named officers is hereby conferred, and they are empowered to take all action necessary in connection with the account.

SECOND: That Fidelity may deal with any and all of the persons directly or indirectly empowered by the foregoing resolution, as though they were dealing with Wider Horizons directly.

THIRD: That the named officers are hereby authorized, empowered, and if requested by Fidelity, directed to certify: (a) a true copy of these resolutions; (b) specimen signatures of each and every person by these resolutions empowered; (c) a certificate (which, if required by Fidelity, shall be supported by an opinion of the general counsel of Wider Horizons, or other counsel satisfactory to Fidelity) that Wider Horizons is duly organized and existing, that its operating documents empower it to transact the business by these resolutions, and that no limitation has been imposed upon such powers.

FOURTH: That Fidelity may rely upon any certification given in accordance with these resolutions, as continuing fully effective unless and until Fidelity shall receive due written notice of a change in or the rescission of the authority. Receipt of any other form of notice shall not constitute a waiver of this provision, nor shall the fact that any person hereby empowered ceases to be an officer of Wider Horizons or becomes an officer under some other title in any way affect the powers hereby conferred. The failure to supply any specimen signature shall not invalidate any transaction if the transaction is in accordance with authority actually granted.

FIFTH: That in the event of any change in the office or powers of the named persons, the officers of Wider Horizons shall certify such changes to Fidelity in writing. This notification shall be adequate both to terminate the powers of the authorized persons, and to empower the persons thereby substituted.

SIXTH: That the foregoing resolutions and the certificates furnished to Fidelity by Wider Horizons are made irrevocable until written notice of the revocation shall have been received by Fidelity.

SEVENTH: That Wider Horizons and its officers indemnify and hold Fidelity harmless from any claim, loss, expense, or other liability for any transactions and acting upon any instructions given by the officers.

Named Officers:

- 1) Denise Klein, Executive Director of Wider Horizons
- 2) Ann Lawrence, President, Board of Directors of Wider Horizons

ATTACHMENT 5

Wider Horizons Goals - Updated July 2020

1. We will define how the organization can best support current and new members to age successfully.
2. We will develop and implement a clear succession plan for the leadership of Wider Horizons.
3. We will grow our membership to between 100 and 125 members in the next three years.
4. We will develop strategies to:
 - Diversify our membership in terms of race, income, gender, and sexual orientation
 - Recruit younger members
5. We will strengthen our capacity to support members who are isolated and may be homebound.
6. We will maintain a sustainable, stable financial foundation through membership dues and an array of effective fundraising activities.
7. We will help members:
 - Find and/or become health advocates
 - Understand available housing options
 - Make their present homes safer
 - Prepare for serious health events and other life changes
8. We will improve communication between and among members, member groups, Board, and staff.

Transforming to a Philanthropic Board:

Giving is Important

I Will Give

I Will Give Annually

**I Will Be an Ambassador....
I Will Advocate Wider Horizons to Others**

I Will Ask Others to Give

I Will Ask Others to become Involved

SIX PHASES OF A FUND RAISING CALL

1. **Opening**

- Involve and intrigue the prospect

2. **Questioning**

- Verify research
- Understand the prospect's beliefs and motivations
- Assure that you are being understood

3. **Listening**

- The foundation of fund raising
- Make listening an active process
- Summarize
- Use and interpret body language

4. **Presenting**

- Describe the potential
- List the benefits
- Involve the prospect
- Be dramatic & energetic
- *Make the Ask!!!*

5. **Overcoming Objections**

- Reassure the prospect
- Convert objections to reasons for giving
- Show the long-term value to investing in project
- Never argue
- Find common ground
- Be respectful
- Dramatize cost of not meeting the goal
- Compromise

6. **Closing**

- Offer giving alternatives
- Ask for commitment of time as well as money
- Be quiet
- Have an optional closing
- End with specific follow-up steps

GUIDELINES FOR SUCCESSFUL FUND RAISING CALLS

1. Prepare for a meeting with a prospect by remembering you are giving this person the opportunity to support something that is special to you
2. Make your own pledge/gift first.
3. Know the story and the needs of the campaign.
4. Know as much as possible about your assigned prospects.
5. Make fund raising assignments selectively.
6. Calls on potential contributors must take place in the context of a personal visit.
7. Have a dollar figure or range in mind when conducting a call.
8. Be able to relate a prospect's interest to a gift opportunity.
9. When calling with a team, decide who will say what to whom and in what order.
10. Allow the prospect to ask questions, voice doubts and respond to the proposal. Listen and respond to his/her point of view.
11. Never argue. Criticisms and objections are possible signs of interest.
12. Stress your own commitment, financial and in terms of time, as a sign of possibility for further donor involvement.
13. Don't forget to make the ASK.
14. Follow-up -- a "thank you" note, an answer to a question, confirmation of a next meeting date, or whatever is appropriate -- should be conducted immediately following a call.

Planned Giving: Food for Thought

*Wider Horizons
May 10, 2021*



THE ALFORD GROUP



What is Planned Giving?

- Any gift that is planned!
- Planned gifts:
 - Anything other than outright cash
 - Often involves tax & legal planning
 - Often involves special thought & consideration
 - Far in the future – or not
 - Not necessarily complicated
- Deferred gifts:
 - Any gift that will be realized in the future

Why Do People Give?



Impact

- Someone they respect and trust involved with the organization asks them.
- Moved at how their gift can make a difference
- To support a specific need
- Give back to the community

Engagement

- Remedy issues affecting me personally
- To feel connected to something larger
- Support the same organizations/causes annually
- Volunteer for the organization

Values, Beliefs, Legacy

- Religious beliefs
- To advance one's values
- Political/Philosophical beliefs
- Set example for young people
- To leave a legacy, a mark for posterity

Financial

- Feeling financially secure
- Tax benefits
- Business interests



Common Planned Gifts

- Beneficiary designations
- Bequests
- Charitable Gift Annuities
- Charitable Remainder Trusts
 - Annuity trust (CRAT)
 - Unitrust (CRUT)
- Charitable Lead Trust
- Retained Life Estate



Potential Planned Gifts Initiative

Set specific goals for different gift types:

- Outright asset gifts
- Deferred asset gifts both irrevocable and revocable

Process for Seeking Commitments



- This is a long term process that will require several “touches” with prospective donors
- Develop a written brochure (several exist in the market place that can be tailored to Wider Horizons)
- Create mailers sent twice a year
- Hold seminars providing information
- Meet individually with prospective donors