

ATTACHMENT 1

<i>DRAFT AGENDA</i> <i>Wider Horizons Board of Directors</i>		Monday, September 13, 11:30 – 2:00 Zoom	
DRAFT AGENDA		Facilitators: Debbie Ward (DW) and Janis Avery (JA)	
Time	Item	Presenter/ Facilitator	Outcome
11:30	President’s Report: Vision	Ann	Inspiration
11:35	Facilitator’s Instructions/Overview	Debbie	Members understand facilitation approach
11:40	Consent Agenda: Move to accept; any member may request an item be moved for consideration at the end of the meeting: <ul style="list-style-type: none"> • Agenda [Att. 1] • Executive Director’s Report [Att. 2] • Committee and Task Force Reports [Att. 3] • Motion to amend Bylaws to create a single category of membership [Att. 4] 	Mailed in advance DW	Consent “agenda” items are accepted as a whole; if concerns, an item may be moved to the end of the meeting for further consideration
11:45	Conduct Norms and Overview of Norms Process [Att. 5]	Jeanne Marie/JA	Members understand the norms process and reach agreement about conduct norms
12:45	B R E A K		We have the strength to go on
1:00	Janis Avery consulting engagement next steps [Att. 6]	Janis Avery/DW	Members understand Janis’s conclusions and next steps and agree they should be pursued
1:30	Board’s Scope of Work [Att. 7]	Ann/DW	Members have given input on the Scope of Work to impact future agendas and calendar updates
2:00	Other Business	Debbie	
	Adjourn	Ann	

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

Facilitators: Debbie Ward, Janis Avery

Staff: Denise Klein

Next Meeting: Monday, October 11, 2021 - 11:30 am to 2:00 pm

Goal 1: Support Current and New Members to Age Successfully

- a. Our first personal assistant, Louise Anderson, a licensed Occupational Therapy Assistant, has now helped six members. Most have paid for her services, but payment runs through *Wider Horizons* and we take a small mark-up. There will be a newsletter article about Louise, written by one of our members, in the October issue.
- b. Three forums are scheduled for this fall:
 - On September 12, Andrea Cohen is giving a workshop on *Compassionate Listening* in which 18 people are enrolled.
 - On October 31, A panel of 3 past Seattle mayors (Wes Uhlman, Charles Royer and Greg Nickels) will discuss the question of how the City of Seattle has changed since they were in charge. **Mark Stensager** 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 publicity and registration.
 - Likely on December 5, Michele Matassa Flores, Executive Editor of *The Seattle Times*, will present on the topic of the jeopardy of the free press in Seattle. This one is being organized by **Michael Kischner** and **Soojin Kim**.
- c. **Storytelling:**
 - We published a volume of stories from the 2021 Storytelling Season in August.
 - The new (2021-22) season begins on September 24. **Bill Lippe** is moderator.
 - Member moderators have been lined up for October – February.

Goal 3: Member Growth

- a. Membership stands at 106 (one of whom is a trial member).
- b. New members continue to be slightly younger, on average.
- c. The Membership Committee (formerly Member Growth) is broadening its focus to include:
 - a. an initiative to welcome new members
 - b. redesigning *Pods* or their successor structure. Member input on this question is being sought in a variety of ways.

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

- a. The phone tree was just “triggered” for the 29th time). It is now a monthly event. Several new callers have been recruited and the ED has spent a good deal of time reorganizing the tree.

- b. Sometimes callers communicate with the ED in a separate, targeted way regarding a member's pressing need and this can allow for her services and referrals to flow in response to critical needs as well as those that are planned or routine.
- c. Two members have moved this summer and both received help from other members.

Goal 6: Financial Sustainability

- a. Results from the May fundraising campaign and other donations suggest our stretch goal of \$60,000 is achievable.
- b. After lots of effort, our Fidelity investment account has been set up.

Goal 7: Help Members....with Housing Options, etc.

- a. The Housing Options Committee, led by **Denise Lishner**, has organized with six active members and begun substantive work.

Other

- a. **Denise Klein** and **Sue Lerner** are participating in an October 26 evening panel sponsored by the Seattle Public Library. All local villages are highlighted and their reps are participating in the planning of the event.
- b. In addition, the ED has provided support to the Janis Avery-facilitated process as well as to the redesign of Board meetings.
- c. She is also working with Jeanne Marie and Bob Thomas to draft organization norms to be adopted by the Board.

**WH Finance Committee
MINUTES – D R A F T**

Monday, 8.2.21
10 am – 11:30 am

Time	Item	Outcome
10:00	Welcome (Jeanne Marie)	
10:05	Agenda Review and Adoption of the Minutes (Jeanne Marie)	Today’s Agenda & the Minutes from June meeting were adopted
10:10	Review of 2 nd Quarter Financials	Three reports were reviewed. Many questions were answered. There was consensus about what was to be shared with the full Board (via email): <ul style="list-style-type: none"> • The QuickBooks P & L Actual Vs. Budget (as a PDF) • The Planned vs. Actual Q2 Report • A Summary of Variances – discussion touched upon setting a \$ amount of variance (say, \$2,500). Denise thought this was too large since we only have a few line items that are that large. No final decision was reached.
10:50	Update on Fidelity Brokerage Account (Denise)	We have sold the securities that were donated/transferred and the funds are currently being held in a Fidelity Money Market account. We have tasked Bill with trying to find a local broker since it is difficult to deal with Fidelity.
10:55	Review Policies for the Reserve Fund (Denise)	Consensus that the Reserves, which presently stand at 3 months expenses (\$20,000) could conceivably be built to \$40,000. However, given the amount of cash we have, perhaps we don’t need to do that. The policies we have already adopted were understood and are probably sufficient for now.
11:05	Discussion of Policies for the Planned Giving Fund (Jeanne Marie)	The policies amount to the fact that these funds are completely unrestricted. Denise thought, perhaps, they were not to be used for capital expenses, but that is moot, since we don’t have any plans of that nature.
11:10	Discussion of Budget Development Calendar	This was a much more extensive discussion than just that of dates. On that point, Denise and Jeanne Marie will provide a more detailed calendar for our next meeting that will be shared with the full Board. In addition to the <i>process</i> ideas, which will be captured in the Calendar revision, the group began to discuss the kinds of specific ideas that will influence the <i>content</i> of the 2022 budget. Such items as: <ol style="list-style-type: none"> 1. Increasing the line items that pay for member goods and services 2. Consultant to work on a database 3. ED compensation 4. Facility rental 5. Organizational development for the Board <p>Homework was that FC members would think about how best to deal with member input to the Board’s budget deliberation process. Jeanne Marie will think about examples of parameters or guardrails to propose to the Board for how they will make proposals that affect the 2022 Budget.</p>

11:45	Other	Ann mentioned her desire that we publish an Annual Report. Denise suggested it should be a simple one and come out next Spring (2022). We noted that the dates of our meetins can be changed two weeks in advance.
11:50	Adjournment	Adjourned – We will plan on two-hour meetings and hope to adjourn early.

Invited/Attending: Ann Lawrence, Bill Lippe, Jeanne Marie Thomas (Chair)

Staff: Denise Klein

Attachment 3

Year-End Projection Based on Q.1 and Q.2

	A	B	C	D	E	F
1	2021 Planned v Actual	Q1 and 2 Cumulative	Q3 Planned	Q4 Planned	2021 Projected	2021 Budgeted
2						
3	Cash Balance	\$ 67,803	\$ 59,018	\$ 61,284	\$ 61,284	NA
4	less \$20,000 reserves and \$10,000 PGF				\$ (30,000)	
5						
6	Effective projected year-end cash (bank balance less above)				\$ 31,284	
7						
8	Donations	\$ 43,362	\$ 1,800	\$ 14,000	\$ 59,162	\$ 50,000
9						
10	Dues	\$ 24,410	\$ 9,415	\$ 8,266	\$ 42,091	\$ 42,000
11						
12	Other	\$ 113				
13						
14	Total Revenue	\$ 67,885	\$ 11,215	\$ 22,266	\$ 101,253	\$ 92,000
15						
16	Expenses	\$ (45,697)	\$ (20,000)	\$ (20,000)	\$ (85,697)	\$ (79,525)
17						
18	NET INCOME (Revenue minus Expense)	\$ 22,188	\$ (8,785)	\$ 2,266	\$ 15,669	\$ 12,475
19						
20	Planned Giving Fund (PGF)	\$ 35,000	\$ 25,000		\$ 60,000	NA
21						
22	End of the year assets (cash in bank plus PGF)	\$ 91,284				
23	minus SBA loan	-9,000				
24		\$ 82,284				
25		\$ (15,000)	cash flow for 2022			
26		\$ (20,000)	reserves			
27	estimated maximum assets available to budget	\$ 47,284				

Wider Horizons Profit & Loss Budget vs. Actual January through June 2021

Attachment 2

	<u>Jan - Jun 21</u>	<u>Budget</u>	<u>\$ Over Budget</u>	<u>% of Budget</u>
Ordinary Income/Expense				
Income				
Direct Contributions				
Targeted Contributions	617.00			
Individual Contributions	22,035.00			
Churches	250.00	0.00	250.00	100.0%
Business Donations & PUB Found.	10,460.86	0.00	10,460.86	100.0%
Private Foundations	10,000.00			
Direct Contributions - Other	0.00	24,999.98	(24,999.98)	0.0%
Total Direct Contributions	43,362.86	24,999.98	18,362.88	173.45%
Program Revenue				
T-Shirt Revenue	0.00	0.00	0.00	0.0%
Membership Dues	24,410.00	21,000.00	3,410.00	116.24%
Total Program Revenue	24,410.00	21,000.00	3,410.00	116.24%
Other Income	113.02			
Total Income	67,885.88	45,999.98	21,885.90	147.58%
Expense				
Member Support Purchases	1,412.13			
Bank Service Charges	20.70	0.00	20.70	100.0%
Communications	1,077.01	750.00	327.01	143.6%
Dues & Memberships	87.79	237.52	(149.73)	36.96%
Event-related expenses	0.00	750.00	(750.00)	0.0%
Grants & Contributions	255.93	300.00	(44.07)	85.31%
Insurance	1,702.59	924.98	777.61	184.07%
IT-related expenses				
IT Consultant services	1,324.14	1,599.98	(275.84)	82.76%
Software	346.02			
Website expenses	94.99			
Total IT-related expenses	1,765.15	1,599.98	165.17	110.32%
Licenses, Fees, Taxes	11.38	125.02	(113.64)	9.1%
Meals & Entertainment	6.76	375.00	(368.24)	1.8%
Office Expense				
Supplies	110.72	675.00	(564.28)	16.4%
Office Equipment-Denise	3,987.08	3,500.00	487.08	113.92%
Office Expense - Other	0.00	0.00	0.00	0.0%
Total Office Expense	4,097.80	4,175.00	(77.20)	98.15%
Payroll-related Expenses				
Wages	28,999.96	25,188.64	3,811.32	115.13%
FUTA	0.00	0.00	0.00	0.0%
Labor & Industries	189.48	160.66	28.82	117.94%
WA Family Leave	78.53	63.26	15.27	124.14%
State Unemployment	840.44	680.00	160.44	123.59%
Social Security	1,798.00	1,550.00	248.00	116.0%
Medicare	420.50	362.50	58.00	116.0%

Wider Horizons
Profit & Loss Budget vs. Actual
 January through June 2021

Attachment 2

	<u>Jan - Jun 21</u>	<u>Budget</u>	<u>\$ Over Budget</u>	<u>% of Budget</u>
Payroll Service Fees	27.02	122.26	(95.24)	22.1%
Payroll-related Expenses - Other	0.00			
Total Payroll-related Expenses	32,353.93	28,127.32	4,226.61	115.03%
Printing & Reproduction	107.38	274.98	(167.60)	39.05%
Professional Services				
Personal Assistant Services	272.59			
Accounting Services	2,175.00			
Professional Services - Other	0.00	3,500.02	(3,500.02)	0.0%
Total Professional Services	2,447.59	3,500.02	(1,052.43)	69.93%
Publications & Subscriptions	86.53			
Local Travel Expense	36.40	249.98	(213.58)	14.56%
Total Expense	45,469.07	41,389.80	4,079.27	109.86%
Net Ordinary Income	22,416.81	4,610.18	17,806.63	486.25%
Net Income	22,416.81	4,610.18	17,806.63	486.25%

3.4 – Variance Report first six months 2021

1. Income/Revenue higher than projected due primarily to two \$10,000 gifts, one of which went to the Planned Giving Fund (conceptually, though it is in our bank account and not in the Fidelity account).
2. Dues appear higher than budgeted, primarily because of people paying more in June; however, overall the Member Dues are not projected to reflect a considerable increase in members. Need to do an audit of that category before budget time. (See projection based on Q. 1 and Q. 2 [Attachment 5b]).
3. Member support purchases were \$1,412 (not budgeted).
4. Communications was higher by about \$300 primarily due to Denise's new dedicated modem.
5. Insurance looks higher because bookkeeper put half in the first half of the year which is when the entire premium is paid. The premium was actually somewhat lower than budgeted.
6. IT expenses were slightly higher due to software and other purchases, primarily for the website.
7. Payroll expenses were higher due to Denise's \$5,000 bonus.

***WH FUNDRAISING COMMITTEE
MINUTES***

Tuesday, August 24,
2021
10:00 am – 11:45 am
Via Zoom

Time	Item/Lead	Outcome
10:15	<p>Welcome/Agenda/Prior Minutes/Bob Bob reviewed the agenda and asked for adoption of the Minutes. Meeting began more than 15 minutes late while we waited for all members to arrive.</p>	All accepted
10:20	<p>Year To Date Annual (Not PGF) Fundraising Results/ Denise & Bob Denise made a correction to the chart that had been sent out. [Corrected version attached.]</p>	Members understood corrected results
10:30	<p>Fall Campaign/Denise & Bob</p> <ul style="list-style-type: none"> • Personal Cultivations and reaching out to new members – Bob explained that he, Denise, and Committee members would be doing personal cultivation in a variety of ways during this “quiet time” (before the Fall campaign begins in late November). Members shared ideas about how best to do personal cultivations/warm touches, including: <ul style="list-style-type: none"> ○ Phone calls ○ Coffee/Happy Hours/Meals ○ Send a relevant article ○ Share Wider Horizons publications like the <i>Storytelling</i> one that just came out ○ Invite people specifically to our events on Zoom • Publicity <ul style="list-style-type: none"> ○ Bob is working with Pat Siggs on an article for the Newsletter ○ Denise will send blasts, including ones authored by others (so we can hear multiple members’ voices), like Pat, in the Monday Memo or otherwise beginning in October. ○ We should be sure to celebrate results! 	<p>All plans for Fall campaign were accepted, including the schedule</p> <p>Agreements about publicity involving Bob, Denise, Pat, and, perhaps, others were made</p> <p>The forecast of \$60,000 as the year-end 2021 goal was enthusiastically accepted/reaffirmed</p>
11:00	<p>Planned Giving Fund/Bob-Denise-Jeanne Marie</p> <ul style="list-style-type: none"> • Bob reviewed the latest PGF results and strategies for solicitations during the quiet time, • Pat talked about better communication of the IRA RMD option (see above for ways that will happen) • Denise reviewed the typology of gifts. Discussion resulted in clarification and the addition of the “non-major gift” category to the typology. • A discussion of whether or not to emphasize that all members are “subsidized” resulted in consensus to avoid that, since members are in so 	<p>Tweaks to the typology were agreed to and a new version is attached</p> <p>Agreement to avoid “subsidy” as applied to all members</p>

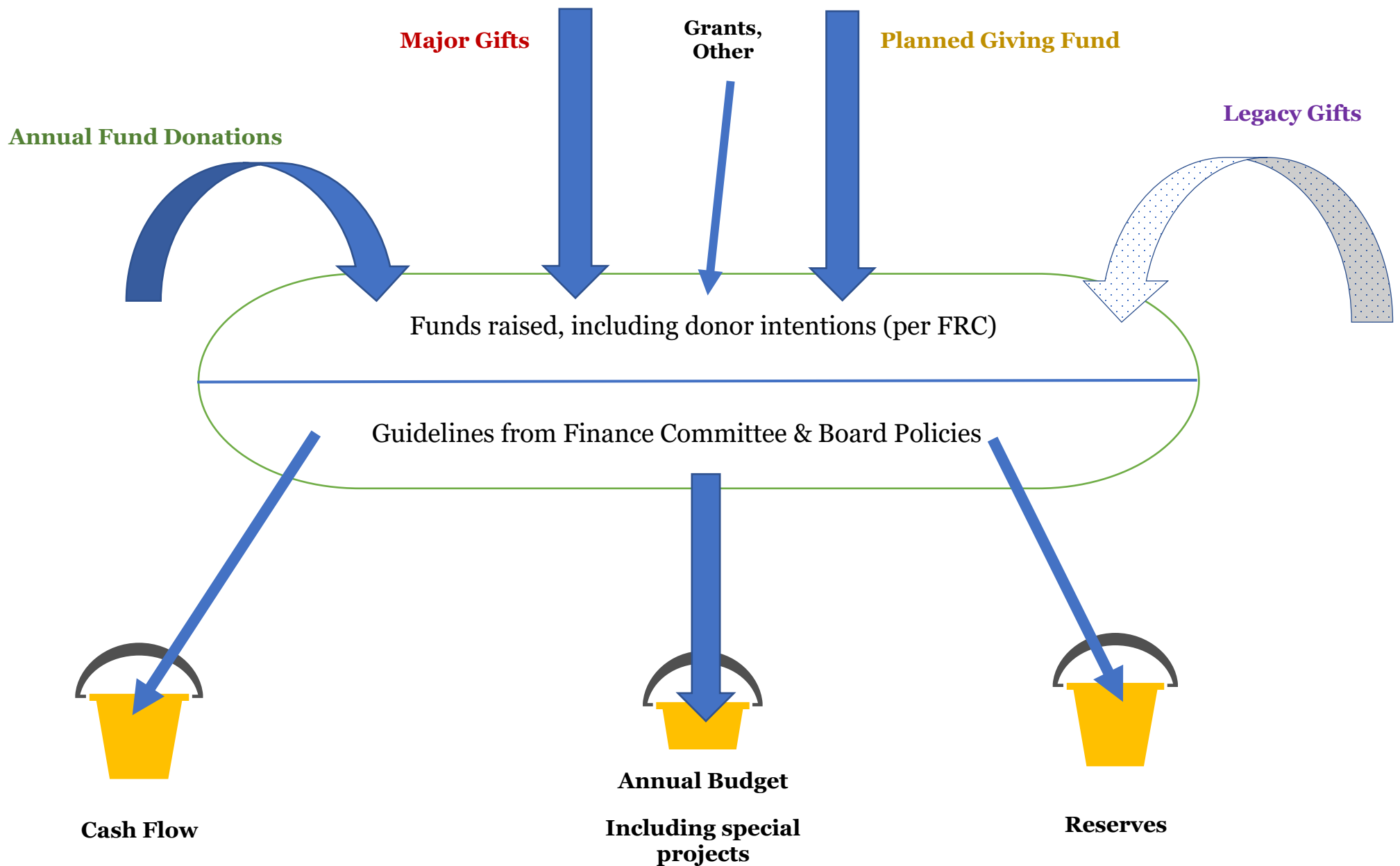
	<p>many different places/have so many different mindsets about their dues and donations. We can point out that more than 25% of our members do receive a reduction in dues.</p> <ul style="list-style-type: none"> • Bob showed the WH Legacy/Bequest Gift Form and spoke of the importance of publicizing this and asking those who are committed to submit the form. He pointed out that it is easier to change one's will than some people think. • Ann talked about how the Red File discussions she has with members are a great opportunity to bring up bequests – to Wider Horizons or otherwise. • A discussion of whether or not to publicly acknowledge members by name annually resulted in understanding that there is a down side to this so we will probably continue to not do it. 	
11:20	<ul style="list-style-type: none"> • A robust discussion of collaboration between the FRC and the Finance Committee—and how that will result in an October presentation to the Board—ensued. Jeanne Marie thought we could prepare a document for the Board that captured much of the information in the typology. Denise suggested a graphic might be helpful. • An October finance presentation to the Board, led by Jeanne Marie, would include brief remarks by Bob and focus on both the roles of the respective committees and the responsibility of the Board as a whole, in terms of taking fund-raised monies in and then allocating them through an annual budget process. • This would include how funds in the PGF should be used and integrated into spending possibilities 	Agreed to a joint presentation to the Board in October
11:45	Ann's suggestion that we discuss grants and members' family foundations was deferred to a later time.	Meeting adjourned

Present: Bob Anderson, Chair; Susan Adler, Charles Heaney, Ann Lawrence, John Rochford

Guests: Jeanne Marie Thomas, Pat Siggs

Staff: Denise Klein

Fundraising Revenue in/Expense out - *Wider Horizons* Funds Flow Graphic



Schedule for Fall Fundraising Campaign:

- 8.24.2021 Committee approves schedule and approach: *Toot our horn and emphasize sustainability and the need to support our growth.*
Recommend just one letter to go to both members and non-members.
- Sept/Oct Denise, Bob and FRC members cultivate members and non-members for increased (current donors) and new gifts. For the non-member prospects this could include special invitations to WH events, coffee/lunch get togethers, etc.
- Oct/Nov Bob prepares an article on WH fundraising for the October Newsletter including the tax advantage of using your IRA for making charitable gifts
- Oct/Nov Denise will also have a fundraising message in one of her Monday Morning Memo's during this ramp up to the solicitations
- 10.25.2021 Denise drafts letter. Content may reflect budget decisions or recommendations.
- 11.15.2021 After Bob and Committee review (via email), letter is final.
- 11.25.2021 Letters printed. Volunteers are recruited.
- 12.1-10.2021 Letters are signed, stamped, addressed, stuffed and mailed.

Goals Task Force Status Report

Draft WH Goals Revision - Sept. 3, 2021			
Goal 1. For ourselves as members: Grow an affirming community that enables members to thrive and live life to their fullest potential.			
	Supporting Activity	Who's Responsible?	Measurement Methodology
1	A. Find and/or become health advocates 1. Recruit advocates 2. Train advocates	ED, Cmte? Cmte?	Track number or advocates in WH
1	B. Help members understand available housing options	Housing Cmte ?	Track number of presentations and individual consultations
1	C. Help members make their homes safer	ED, OT Consultant and other referrals	Track number of members who made modifications with WH help
1	D. Help members prepare for serious health events and other life changes 1. Offer group presentations 2. Offer individual consultations	Cmte ED, Cmte? Qualified members / consultants	Track number Track number
1	E. Support members who are isolated or homebound	ED, Members	

Goals Task Force Status Report

Goal 2. For our organization: Develop a responsive organization that will be sustained over time.			
Supporting Activity		Who's Responsible	Measurement Methodology
<u>Membership</u>			
2	A. Pursue diversity: age, race, gender, sexual orientation, income	Board, ED, Mbr. Cmte.	Track category numbers and percentages
2	B. Recruit younger members	Mbr. Cmte., ED, Members	Track age of incoming members Track percentages
2	C. Maintain effective onboarding process	ED, Mbr. Cmte.	Establishment of process
2	D. Develop and communicate opportunities for engagement 1. Affinity groups 2. Board committees and task forces 3. Member generated activities	Mbr. Cmte., ED Group leaders Chairs Mbr. leaders	Reports to ED Reports to ED Reports to ED
2	E. Periodically assess member satisfaction	Mbr. Cmte., ED	Document assessment activities
2	F. Utilize multiple channels of communication 1. Telephone tree 2. Monday Memo 3. Zoom calls / events 4. Newsletter 5. Membership meetings 6. PODS	ED, Sue L? ED, ED, Sue L, Debbie W, Group leaders Editorial Board ED POD leaders	

Goals Task Force Status Report

	Supporting Activity	Who's Responsible?	Measurement Methodology
	<u>Finance</u>		
2	G. Maintain active finance committee under the leadership of the Treasurer 1. Regular reports to Board 2. Assessment of ongoing and proposed WH activities	Board, Treasurer Treasurer Finance Cmte	Reports to Board Reports to Board
2	H. Maintain active fundraising program 1. Annual solicitation 2. Planned giving 3. Grant opportunities	FRC, ED FRC, ED FRC FRC, ED	Document record of activities
	Supporting Activity	Who's Responsible?	Measurement Methodology
	<u>Governance</u>		
2	I. Develop ED succession plan	Board, ED	Establishment of plan
	J. Implement process to minimize large percentage or board turnover	Board, ED	Establishment of plan
	K. Better utilize board committees	Board	Board, ED,
	L. Improve communications between members, board and staff	Board, ED	Document steps taken

9.8.2021

MEMORANDUM

TO: *Wider Horizons* Board Members

FROM: Denise Lishner, Chair, Housing Options Task Force

The Housing Options Committee is moving ahead, having finalized the Housing Options Typology (attached), developed a Timeline (attached), and divvied up assignments among the group members.

For our next meeting, each sub-group will review draft preliminary summaries of the sections they're working on.

9.7.2021

Housing Options Typology

REMAINING AT HOME WITH ADAPTATION – Audrey and Denise L.

Use technology and gadgets; have safety check/follow suggested improvements; move to first floor bedroom; etc. [Deirdre wants to help]

Apartments/condos (could be senior 55+, likely involves downsizing)

Tiny home/ADU/Modular home on your own lot [Ann is interested]

Share housing with relatives or housemate(s)

Hire caregiver or certified nursing assistant in one's own home (from an agency or privately)

COLLABORATIVE HOUSING – Ann and Denise K.

Home sharing formal program

Rent in exchange for services/company, etc.

Formal co-housing

Share a co-owned home (joint ownership and right of survivorship)

Coop housing

Tiny or modular homes on a co-owned lot

Early move to active aging community

SERVICES INTEGRATED WITH HOUSING – Deirdre and Marge

Senior Housing-with-services (typically meals, once a week cleaning)

Assisted Living (more assistance than above, such as medication management or personal care (held with activities of daily living))

CCRC/Life Plan Community

Adult Family Homes (long term care)



Housing Options Committee Timeline

Due Date (all components): June 15, 2022

Complete by		
Organizing Phase	Typology Adopted & Interest Areas Assigned	Findings & Gaps Summarized
First Draft Adopted	Content Finalized & Presentation Plan Adopted	Board Approval of Content & Presentation Plan
√	August 1, 2021	Organizing session yields idea of typology of housing options; the two Denise's draft a typology & recruit Committee members; relevant articles are shared and collected; first Committee meeting is scheduled
√	September 1, 2021	First Committee meeting results in a revised and streamlined typology. Group adopts housing options mission: <i>Helping people think about what they need to think about</i> . Each of three major areas is assigned to two Committee members based on interest; a brief discussion of products and timeline (assigned to Denise K.). Denise L. agrees to send out relevant materials to each group.
	October 1, 2021	At second meeting, Committee sub-groups present their review and summary of findings and gaps based on extant materials, literature review, etc.
	December 1, 2021	At third meeting, Committee sub-groups present their recommendations for overall and sub-product(s), as well as a progress report on their research.
	January 15, 2022	Sub-groups submit their first draft of all written materials.
	February 1, 2022	At fourth meeting, sub-groups discuss and finalize the first draft which has been reviewed by the two Denise's. Additional assignments as needed.
	March 1, 2022	At fifth meeting, Committee determines what additional work needs to be done to flesh out the final agreed-upon product(s).
	April 1, 2022	At sixth meeting, Committee adopts the content and a plan for presenting material to the members (and other audiences) to forward to the Board of Directors.
	May 1, 2022	First Board discussion of materials and recommendations.
	June 15, 2022	Board adopts plan for presenting material beginning late summer 2022.

Report of the Janis Avery Scope of Work Task Force

9.6.2021

Members: Nancy Hooyman, Denise Klein, Ann Lawrence, Sue Lerner, John Rochford

Charge to Task Force: *To engage the services of Janis Avery as a facilitator for one or a series of Wider Horizons Board of Directors Discussion.*

The Board had requested that the Task Force negotiate the scope of work congruent with the Board-recommended hours of the contract with Janis. Our Scope of Work was narrowly defined in terms of working with Janis to agree on Board meeting format and next steps related to *concepts that drive how our collective work is accomplished.*

The task force drafted the scope of work on May 18 and met with Janis in person to discuss it and to provide her with feedback on her proposed format for the July 12 Board meeting.

The Task Force met with Janis via Zoom on July 26 to discuss the notes from the July 12 meeting and to decide on the focus of the July 30 Board meeting. During the July 26 meeting, we agreed that there was an overall understanding of each other's concepts of member driven and that we could move ahead with our understanding of its meaning, rather than draft a written definition. The Task Force reached this recommendation because we agreed that the issues of mistrust and fear among Board members and the understanding of their root causes, which emerged at the July 12 Board meeting, were more critical issues affecting the Board's ability to function optimally.

Based on the July 26 discussion, the Task Force also agreed with Janis that the Board needed to agree on norms to guide our behaviors and practices before addressing the implications of our understanding of member driven for roles and responsibilities related to decision-making. Janis sent a brief report to the Board explaining why we were shifting our focus from member driven to Board norms.

After the July 30 Board meeting that focused on norms, the Task Force met via Zoom with Janis on August 16. At that meeting, we agreed with Ann Lawrence's recommendation that a Task Force, chaired by Jeanne-Marie, would draft a set of norms for the Board. Janis then sent a written report to the Board summarizing next steps.

The consulting engagement ended in August; although Janis is continuing to work with the Board, she is volunteering her time. Since our charge related to scope of work had been met, the Task Force "sunsetted" itself on August 16.

Nancy Hooyman, Task Force Chair

***WIDER HORIZONS
MEMBERSHIP COMMITTEE
Minutes***

Wednesday August 25, 2021
1:00 pm – 2:30 pm
<https://us02web.zoom.us/j/2816575964>

The Minutes and agenda were reviewed and approved. Debbie reported the Board had approved the new Committee name along with the proposal to eliminate membership categories. Bob will draft the new Bylaw for that.

Membership Growth Data was reviewed by Denise. Growth recently has been astounding.

Integrating New Members – Denise reviewed the onboarding process and the group discussed ways the Membership Committee and others could support the integration of new members (also a retention strategy).

The most promising idea was proposed by Rick: That we recruit “Welcomers.” Denise and Charles volunteered to create a plan for this while also recruiting welcomers, including new members, immediately.

The plan will include a small but defined process for what will happen. It was also agreed Board members would be asked to reach out and say “hi” (and the task of welcoming members would be added to the Board Member Job Description).

Charles also agreed to be the overseer of the welcoming process. Once the welcomers are recruited, Sue suggested they might form a group and figure out their own approach.

Pods – It was finally agreed that the purposes could include both a social and a communication to and from the Board one, as well as a way of connecting people who live near each other for purposes of help and support. We are not ready to abandon the geographic nature of pods but we need more of them than we have (podlets).

Sue and Denise will meet when Sue returns from vacation and come up with a “podlet” plan to present at the next meeting of the Committee.

Charter Revision – Bob and Debbie will revise the Charter for October discussion by the Board.

The next meeting will be at 11 am on Wednesday, September 29.

Members: Debbie Ward, Chair, Bob Anderson, Rick Grossman, Charles Heaney

Guest: Sue Lerner

Staff: Denise Klein

Attachment 4

Proposed Amendment to By Laws Establishing One Membership Category

3.1 Classes of Members

The Corporation shall have ~~two~~ one category of members: full members. Additional categories of members, a manner of election or appointment of each class of members, and the qualifications and rights of each class of members may be established by amendment to these By Laws.

3.3 Membership Benefits

Members are entitled to (i) participate in all the social, educational, and cultural activities of the organization; (ii) receive certain services provided by members or other volunteers at no cost beyond membership fees, and (iii) receive referrals for high-quality free or low-cost community services and service providers, suppliers and/or vendors recommended by other members that charge fees (sometimes at a discount).

September 8, 2021

Dear Board Members,

As you know I am leading the process of developing norms for the *Wider Horizons* Board of Directors. Within the coming months we will have three categories of norms: Conduct, Tactics, and Facilitation.

I am attaching the DRAFT of Norms for Conduct. A small task force developed the first draft, and a majority of board members gave us very valuable written feedback. The version in the packet represents careful consideration of all of the feedback, as well as consideration of the discussion of norms in July. If you don't see your ideas addressed directly, chances are that we have plans to include your idea somewhere else in our process.

Please read the attached draft and come to the meeting prepared to respond to the following:

- 1. Can you accept this list of norms as it is?**
- 2. If not, bring your specific request for changes to present at the board meeting, with a focus on content and not minor editing**

Note that we will be discussing Tactics and Facilitation at another time.

My goal is for us to adopt the draft in September. Please call me if you have any questions. I look forward to our discussion.

On behalf of our Task Force, thanks very much for your participation and feedback.

Jeanne Marie, and

Task Force Members Denise Klein and Bob Thomas

What are norms?

Groups tend to behave within cultural norms whether they know it or not. These manifest in the ways people treat each other, and what they expect from each other. Groups are known to operate more smoothly and successfully when they create their culture intentionally. One way to be intentional is to formally adopt norms that guide behaviors and practices.

For boards of directors in particular, developing norms can create positive relationships and support the decision-making process.

The Norms Task Force was assigned to facilitate agreement on two types of norms: 1) individual conduct when working as a *Wider Horizons* Board member, and 2) shared tactics, or procedures, when organizing our work. The Task Force added a third category, norms for meeting facilitation, as facilitation appears to be the necessary third leg of the stool. Together, these create an agreed upon Board culture and operational structure that supports strong board work.

What is our vision for success for this project?

- We envision collegial and collaborative relationships, and we enjoy teamwork. We have fun and learn together. We accept some tension as part of the process of strong decision-making.
- We are well prepared to do our Board work and have the resources and information we need to support this work.
- We are focused on our mission and the good of the organization. We set goals and accomplish them.

How do we know if we are succeeding?

The Board institutes an active feedback mechanism that identifies areas of success and those where improvement is needed. Questions like these are asked at regular intervals:

1. Does everyone understand and facilitate the success of the norms?
2. Do our meetings deal with substantive issues of strategic import to our Board?
3. Is ample time allowed for discussion and deliberation of each agenda item?
4. Does everyone engage fully in the Board process?

What is conduct?

Conduct describes our actions and behavior when working as a team. This includes arriving on time for meetings, staying engaged, and asking clarifying questions.

Norms related to Conduct for Board Members, the Executive Director, and Members of Committees and Task Forces

1. Engage in your Board role

Arrive on time and avoid distractions when on Zoom.

Read all materials for understanding.

Ask clarifying questions before the meetings.

Get a briefing if you miss a meeting.

2. Acknowledge each other

Listen deeply.

Recognize each other's contributions and offer credit when appropriate.

Be open to opinions that differ from yours.

Fulfill your responsibilities; don't do someone else's job.

3. Speak intentionally

Be concise, avoid repetition, and share the air time.

Voice dissent during, rather than outside of, meetings.

Raise interpersonal complaints directly with those involved.

Keep content of executive sessions confidential.

4. Promote positive results

Carefully identify problems and then focus on solutions.

Give clear instructions to committees and task forces, with timelines.

Support Board decisions, even when you are not in full agreement.

Janis Avery Consulting Engagement for *Wider Horizons* Board of Directors

Next Steps

8.16.21

Task Force to define and operationalize the following types of Norms:

- Conduct – the norms that guide how members work together as people, including respect, listening, air time, conflict identification and resolution
- Tactics (Operational/Technical/Administrative) – examples include how delegation and decision making occur; length of Board meetings; agenda development. [Recommend developing a short set of questions to determine when and how members should be consulted in decision making.]

Membership: Jeanne Marie leads and recruits members

Timeline: Draft sent no later than 9/3, requesting written feedback. Revised draft sent no later than 9/9 for review before 9/13 Board meeting

Purpose:

Discuss and clarify organizational mission/vision/purpose.

Governance:

Discuss implications of refined mission/vision/purpose for organizational governance.

Roles & Responsibilities:

Discuss implications of governance model for roles and responsibilities of Board members, Executive Director, and members. A deliverable of this discussion will be the guidelines answering the question of who decides what.

September 8, 2021

Dear Board Members,

Between now and the end of the year, we have just three more Board meetings. I've put together a list of the relatively complex tasks/decisions that will face the Board over the next three months and beyond. Please let me know if something important is missing! During the meeting, it will be our job to agree on these tasks. I'm putting together a power point that will give us an outline of them that will track with the attached outline. We can then work on arranging them according to their importance and/or relevance to the Board calendar we have.

Please note that not all of these tasks will be accomplished this year. I have included the recommendations following our work with Janis Avery, which I'm assuming will be accepted at the September meeting. It would be quite a push were we to get through all of these during 2021, but what we are able to accomplish (for example, the work on norms) will provide a solid foundation for the rest of the recommendations.

We will also be involved in a fundraising campaign in November, which will be accomplished through the Fundraising Committee, Denise Klein, and support from the Board. Outcomes from this will support our final Budget decisions for 2022.

Especially important is the celebration in December to acknowledge what a momentous year we have had: our membership growth, our financial success, and integrating four new Board members into our midst. Finally, and most importantly we want to acknowledge the transition off the Board of three founding members who have invested so many years helping to create the Wider Horizons successes of today. Exciting plans are already afoot for that event.

I'm so looking forward to what happens next.

Ann

Attachment 8 – Board Scope of Work

The list below is intended to include all of the relatively complex tasks/decision points facing our Board.

Are any missing?

Thoughts about the sequencing or timing of these?

1. Decision to limit Board size to 9, at least during 2022
2. Officer nominations – by December
3. Adopt 2022 Budget – by December
 - a. a thorough overview of finances and financial categories
 - b. a review of 3rd quarter financials
 - c. a robust discussion of priorities
4. Adopt Norms
5. Adopt Goals
6. Clarify organization purpose – review existing vision, mission, purpose and co-create any needed revision
7. Discuss/revise our governance model – determine what form of governance best supports the above purpose
8. Roles and responsibilities – clarify how the Board, staff, and members will be responsible for aspects of governance and operations