

ATTACHMENT 1

<p style="text-align: center;">DRAFT AGENDA Wider Horizons Board of Directors Monday, April 11, 2022</p>		<p style="text-align: right;">11:30 am - 2:00 pm Russian Community Center, 19th Av E & E Roy</p>	
DRAFT AGENDA		Facilitator: Debbie Ward (DW)	
Time	Item	Presenter/ Facilitator	Outcome
11:30	President's Report and introduction of Janet Salsbury, MSW	Nancy Hooyman	Grounding & inspiration
11:45	Consent Agenda [need motion to accept all of these without discussion]: <ul style="list-style-type: none"> • Agenda (Att. 1) • Minutes of the 3.14.22 Board Meeting (Att. 2) • Executive Director's Report (Att. 3) 	Mailed in advance	A member may request an item be moved from the consent agenda. That item may then be considered at once or at the end of the meeting, at the President's discretion.
11:50	Discuss/Accept Scope of Work for Roles & Responsibilities Task Force (Att. 4)	Jeanne Marie Thomas	Task Force direction approved by Board.
12:05	Discuss/Accept a recommendation on ideal Board size	Debbie Ward	Voting on the ideal size of the Board brings us up to date on governance recommendations.
12:20	B R E A K		We have the strength to go on
12:40	Report on Bylaws Revision (Att. 5)	Bob Anderson	First reading of proposed amendment
12:45	Discuss Life Plan Program policies (Att. 6 et al.)	Bob Anderson	Board concludes its role regarding policy input to the TF
1:10	Executive Coaching Proposal (Att. 7)	Nancy	Identify expectations, outcomes, and a Board member to lead
1:25	Report from the Housing Options Task Force (screen share)	Denise Lishner	Board is up-to-date on the progress of the Handbook
1:40	Other Business <ul style="list-style-type: none"> • Member input 	Nancy	
1:55	Acknowledge contributions to the success of this Board meeting	Nancy	Closure and evaluation
2:00	Adjourn	Nancy	

Invited: Susan Adler, Bob Anderson, Nancy Hooyman, Ann Lawrence, Denise Lishner, Nancy Robb, John Rochford, Jeanne Marie Thomas; **Facilitator:** Debbie Ward; **Staff:** Denise Klein

Next Meeting: Monday, May 9, 2022 - 11:30 am to 2:00 pm

ATTACHMENT 2

<p style="text-align: center;">D R A F T Minutes Wider Horizons Board of Directors <i>Facilitator: Debbie Ward</i></p>		<p style="text-align: right;">Monday, March 14, 2022</p> <p style="text-align: right;">11:30 – 2:00</p> <p style="text-align: right;">Zoom</p>
Time		Item
11:30	<p>President's Report – Nancy Hooymann</p> <ul style="list-style-type: none"> • Behind the scenes... <ul style="list-style-type: none"> ✓ There is “social stickiness,” i.e., a strongly-engaged group of members, as evidenced by many impromptu social and other activities initiated by members; small dinners, Arboretum walks, the Democracy Action Group (mentioned by Bob) ✓ One step in succession planning accomplished: John Rochford knows Denise Klein’s files and passwords ✓ High level of Board effectiveness, professional, listening with respect ✓ Bob and Denise K. are effectively stewarding donors ✓ There are conversations between Denise and Board members about her performance on two measures of concern post-evaluation with generally positive feedback ✓ Board members are rooting for the Board and each other (Bob) • Executive coaching may have slipped somewhat from the radar but will begin when Roles & Responsibilities work is concluded. We can put this on the April agenda. 	
11:35	<p>Consent Agenda – Passed unanimously with discussion of the Purpose Statement dissemination added to the New Business. The full statement is to be found on page 3 of these Minutes. John Rochford’s contribution to the final statement was acknowledged by Denise Lishner.</p>	
11:45	<p>Adopt Recommendations of the Governance Task Force – Jeanne Marie Thomas</p> <ul style="list-style-type: none"> • The Scope of Work was accepted by Board members. • It was agreed that ideal Board size would be decided by the Board at its April meeting. • Both a Nominating Committee and a Bylaws Committee will be appointed after that. • Items for the Governance TF to consider can be suggested at any time. • The 3 recommendations were approved in general. • However, a 4th recommendation that expands and clarifies how (up to two) non-member Board members will be selected will be added. • That package of 4 recommendations will be voted upon in April in the Consent Agenda. 	
12:00	<p>Input for Roles/Responsibilities Task Force – Nancy Hooymann</p> <ul style="list-style-type: none"> • Nancy would like to combine Roles and Responsibilities work with that of Governance and has asked Jeanne Marie to chair the combined effort. Others approved. The R & R TF will have an additional member or two, invited by Jeanne Marie. • Jeanne Marie recommended that we have an in-depth discussion as part of the adoption of the roles and responsibilities. We will all be discussing and agreeing to our own roles and acknowledging that we understand what roles are not assigned to us. • It was suggested that we use a professional facilitator when we have the R & R discussion and also that we look at the work done with Janis for any nuggets it may have to offer. 	

	<ul style="list-style-type: none"> Denise Lishner suggested that the in depth discussion on Roles and Responsibilities be held during an in-person meeting.
12:30	B R E A K
12:40	<p>Discuss/Accept Recommendations from Member Input Task Force – Ann Lawrence</p> <p>All 3 proposals were adopted. Discussion included these points:</p> <ul style="list-style-type: none"> There could be several May member conversations, depending on interest, preferably in members' homes, with one on Zoom for those who prefer that mode. Ann wanted to consult with the Membership Committee to see if they have input about the meeting parameters. The meetings might be called (I know there were two names we noted) to differentiate them from an all-member annual meeting.
1:10	<p>Input to Life Plan Task Force – Bob Anderson</p> <p>Bob took the Board through the broad outlines of the Task Force composition, Scope of Work, and Policy Issues and these were the inputs:</p> <ul style="list-style-type: none"> We still hope to be able to combine the staff hours with those of the social work contractor but it is too soon to know if that will be possible or a good fit. Members asked if \$40 is sufficient compensation. Denise responded that it appears to be though we may pay slightly more to cover contractor expenses such as mileage. Publicize through member forums and in the newsletter and include a member forum post-evaluation. This program will be offered to individuals/partners and their families for up to 10 hours In the materials, including the job description, make sure it's clear that it is a contracted position. The member will determine whether any other family members will be included in their life plan. Rather than cost-sharing or increasing the budget for this year, we'll go with the evaluation and add that next year if warranted. There may be a product/document in this! We'll check to see if other villages have done similar work. The Life Plan program overlaps with both the Social Worker and the Housing Options materials. The scope is broad and includes more than just health or housing; however, finances will be dealt with generally (for example by selective referrals to a list) rather than requiring professional financial planner support. However, we could cover how to choose a financial planner. We hope for a simple, elegant evaluation! Denise stressed that the work of the Task Force is to provide guidance prior to hiring and to shape the evaluation. The rest falls under her operational responsibilities. She has experience herself with this work.
1:30	<p>Other Business</p> <ul style="list-style-type: none"> Social work report – Janet Salsbury has been “hired” as a contractor and Denise meets with her tomorrow. The focus will be on marketing her services to members. There was strong sentiment expressed that if there is good “uptake” we could expand the number of hours we purchase. In-person Board meetings – We plan to have the April meeting in-person at the Russian Community Center if possible and barring a resurgence of Covid. Perhaps we won’t need an August meeting. We could do Zoom every other month to accommodate those who are not in Seattle.

	<ul style="list-style-type: none"> • Member input – Member input about the issue of member input suggests that most members are not noticing a lack of opportunity to provide input, nor the need for it. There are just a few members who are passionate about policy and strategy input. Others may want to make program input instead. We will follow a more organic member input strategy in future—one that is tailored to each occasion. • Purpose Statement – Ann, Denise L., and Denise K. will put their heads together to discuss dissemination strategies, including, but not limited to, the usual approaches. • Denise Lishner reported on the Housing Options Handbook, which is in the hands of a pro bono professional editor and will be distributed electronically to members and friends of the Village in April. After that we will discuss printing. Denise K. reported that its framework will be used in a presentation about Villages that Kaiser's Senior Caucus has solicited for April 1. Bob gave the history of that opportunity. • Susan Adler mentioned that we could explore how our Forums are unique. They began as an outreach strategy to attract new members but it could be useful to discuss how we now want to position them. It was suggested that members of the Forums committee have that discussion and bring their recommendation to the board.
1:50	<p>Acknowledge contributions to the success of this meeting:</p> <ul style="list-style-type: none"> • Great proposals; great process • We are collectively enjoying each other • Task Forces are displaying integration across/with each other, creating a web effect that is positive • Give a Handbook award to Denise Lishner, Denise K and the Task Force • Clear, easy-to-digest written information is given out prior to the Board meetings • Good when someone comes out and says “I like the idea/s” and moves the meeting forward • A lot of rubber is hitting the road and it doesn’t feel like a burden • Moving in synchrony and with synergy
2:05	Adjourn

Attended: Susan Adler, Bob Anderson, Nancy Hooyman, Ann Lawrence, Denise Lishner, Nancy Robb, John Rochford, Jeanne Marie Thomas

Facilitator: Debbie Ward

Staff: Denise Klein

Next Meeting: Monday, April 11, 2022 - 11:30 am to 2:00 pm

Final Adopted Purpose Statement – 2.17.2022

By sharing our knowledge, experience, and talents, *Wider Horizons* is cultivating a caring community where social connections, stimulating activities, and mutual support enable us to feel a sense of security and belonging and live more fully—the hallmarks of aging well.

ATTACHMENT 3

March 2022 Executive Director's Report

4.5.22

Goal 1. For ourselves as members: Support our members to age successfully and safely with as much independence, choice, and sense of well-being as possible.

- a. 20 activity surveys have been returned, about an 19% return rate, as of 4.5.22. I'm convening a group of several members) to read the surveys and make some decisions about what events to start up. In the meantime, events are moving forward organically, often informally. This includes cioppino dinners, garden walks, a trip to the Nordic Museum, and one to the Rep, among others.
- b. Our social worker, Janet Salsbury, has been working for several weeks and is meeting with a number of members. She will be organizing a solo agers group to begin, most likely, in late May or early June.
- c. The **Somesuch Players** had a great time reading member **Romney Humphrey's** play, *Obit*, in March. We haven't yet picked our April play.
- d. Our Movie Group watched (separately or in small groups) its third film, the redoubtable *Casablanca* and held a Zoom discussion in March. Next up is *Godfather (I)*.
- e. The March *Storytelling* event, moderated by **Debbie Ward**, featured stories by Victoria Bestock, Aza Hadas, and A. J. Lowe. We haven't got a moderator for April as yet.
- f. **Bob Anderson** moderated a very well-attended (50) and successful April 3 Forum, "How to Influence the Path of Democracy" featuring speaker Morton Kondracke. A panel of **Sue Lerner, Mark Stensager, and David Brewster** engaged in lively discussion with Kondracke, followed by Q & A. Members of other villages and prospective members attended. The even was co-sponsored by Folio and we are publicizing a related event of theirs.
- g. The phone tree was "triggered" for the 36th time on April 5.
- h. The low-vision support group, brainchild of Micki Lippe, met for the first time in March and will meet on the 4th Tuesday each month hereafter till it decides to end. The group decided to be self-facilitating.

Goal 2. For our organization: Nurture a responsive and dynamic organization that will be sustained over time.

- a. Membership has surged again and now stands at 106, since four new members joined over the past several weeks. Several more people are in the “active pipeline.”
- b. The Membership Committee, chaired by **Debbie Ward**, has finalized a list of nine “neighborhoods” (groups of people who live near each other) and have sent that list out. A number of members expressed gratitude for it. This is a resource in addition to others that members can call upon.
- c. Multiple Board task forces and committees have completed or are carrying out their work:
 - The Membership Committee will soon be planning a May member meeting, pursuant to the recommendations of the Member Input Task Force, which has completed its work.
 - The Governance Task Force has completed its work. **Jeanne Marie Thomas**, will shortly convene the Roles and Responsibilities Task Force to begin its work, which follows closely upon the Governance work. The Board will approve its “charge” at the April Board meeting.
 - The Social Work Committee (**Nancy Hooyman, Joanne Donohue, Jean Lanz, and Sue Lerner**) will reconvene at some point to design the evaluation of this pilot project.
 - The Life Plan Committee (**Bob Anderson, Deirdre Cochran, Anne Focke, Charles Heaney**, has met once and will be seeking policy input from the Board at its April meeting.
 - The Housing Options Task Force is in the final stages of preparing its Handbook. It is 60 pages long and represents the diligent research of many task force members, as well as the formatting and editing work by Denise Lishner and myself. Eleanor Dills is currently proofreading the manuscript.

Goal 3: For our Community: Weave a sense of kinship and cooperation into our relationships within our surrounding neighborhoods in a way that reflects our values.

- a. Denise was the featured speaker on villages in the context of housing options at a Kaiser-sponsored webinar on April 1. Several inquiries regarding membership came in after the presentation, attended by about 75 people.
- b. The YMCA is offering a panel of villages on Tuesday, April 19 and Denise will participate along with reps of other villages.

Evolution from Governance Task Force

When looking at the questions remaining on our list for the Governance Task Force, we realized that most can be handled through Board discussion and approval on topics such as ideal Board size and how often we should meet. We also determined that the questions of who evaluates the Executive Director and how we evaluate the Board are best determined through a discussion of roles and responsibilities. The Board voted in February to make a transition to the Roles and Responsibilities Task Force.

Purpose

In general, we are successful in distinguishing the roles assigned to the Board and the Executive Director. For example, the Board provides fiscal oversight, and hires and fires the Executive. The Executive Director conducts all operations, but there is a need for clarity about who is in charge of making operating decisions and where policy ends and operations begin. There are areas where roles might be unclear or where there is overlap, such as fundraising or communications. Since we are a member-based organization, we also each have expectations about the roles of members, and this generates an ongoing quest for clarity.

Any confusion or disagreement about who fulfills what role, or who is in the driver's seat at any given time, can lead to conflict or uncoordinated strategies. Agreement on our roles related to decision-making and implementation is important in order for Board members, the Executive Director, and members to work in harmony. When we are in alignment, we will be most effective in achieving our goals for *Wider Horizons*.

Outcome

To agree on and document the roles and responsibilities of Board members, members, and the Executive Director, including areas of overlap and what roles each stakeholder does not play.

Process

A task force chaired by Jeanne Marie, and supported by Nancy Robb, Nancy Hooyman, Bill Lippe, and Denise Klein, will work to develop recommendations for the Board for discussion at the May and June Board meetings. These will be sent in the packet of Board materials in advance of meetings.

We will consider ways to engage members as the project evolves.

Anticipated Timeline

Significant discussion time at two Board meetings.

Questions:

Do you have a question or comment?

Do you have specific examples of confusion or overlap in our roles?

4.5 Resignation or Removal; Vacancy

Any Director may resign at any time by delivering written notice to the President or by giving oral notice at any meeting of the Board. Any Director may be removed from office, with or without cause, by an affirmative vote of a majority of Directors then in office at any regular or special meeting of the Board. A Director elected to fill a vacancy shall serve for a full 3-year term.

If a Director resigns or is removed from office between elections, and as a result, the number of Directors falls below the required minimum, the President shall appoint an active Wider Horizons member to serve until the next regular election. That temporary Director may or may not be nominated and elected as a full-term Director. If elected, the time spent as a temporary Director shall not be counted as part of the full three-year term.

Attachment 6a**Life Plan Program Update**

Dear Board Members,

In this packet are background materials for our next discussion of policy issues related to the Life Plan Program (LPP) project. Included below as a refresher is the section from the Board minutes from February that addressed LPP policy issues.

1:10

Input to Life Plan Task Force – Bob Anderson

Bob took the Board through the broad outlines of the Task Force composition, Scope of Work, and Policy Issues and these were the inputs:

- We still hope to be able to combine the staff hours with those of the social work contractor but it is too soon to know if that will be possible or a good fit.
- Members asked if \$40 is sufficient compensation. Denise responded that it appears to be though we may pay slightly more to cover contractor expenses such as mileage.
- Publicize through member forums and in the newsletter and include a member forum post-evaluation.
- This program will be offered to individuals/partners and their families for up to 10 hours
- In the materials, including the job description, make sure it's clear that it is a contracted position.
- The member will determine whether any other family members will be included in their life plan.
- Rather than cost-sharing or increasing the budget for this year, we'll go with the evaluation and add that next year if warranted.
- There may be a product/document in this!
- We'll check to see if other villages have done similar work.
- The Life Plan program overlaps with both the Social Worker and the Housing Options materials.
- The scope is broad and includes more than just health or housing; however, finances will be dealt with generally (for example by selective referrals to a list) rather than requiring professional financial planner support. However, we could cover how to choose a financial planner.
- We hope for a simple, elegant evaluation!
- Denise stressed that the work of the Task Force is to provide guidance prior to hiring and to shape the evaluation. The rest falls under her operational responsibilities. She has experience herself with this work.

We intend to focus at the Board meeting on the Life Plan Policy Issues document attached and any other policy issues you might identify, before proceeding with further planning and implementation. Denise and I and the Task Force have developed a contract position description for the Program Coordinator which is enclosed FYI, along with the scope of work. Let me know if you have questions about any of this.

Bob A. – 4/4/22

Policy Issues re: Life Plan Program

This document addresses potential policy issues that the LPP Task Force surfaced in their first meeting on the Life Plan Program proposal and have been updated after the conversation with the Board on 3/14.

Program Purposes and Potential Outcome

To provide a professional resource to members who wish to develop a plan for their changing needs as they age. This Life Plan Program (LPP) would provide a vetted and subsidized service for members to explore options and prepare better for when they need more support (physical, emotional, mental, spiritual, etc.) either at home or a care facility.

Potential Policy Issues:

- 1. Access and Availability** would be limited to approximately 12 members in 2022 beginning in May.

- How will members learn about the opportunity to participate in the LPP?
The TF propose and the Board concurred with using multiple communication messages (Monday Morning Memo, Newsletter, Special Email, Listserv, etc.) and one or two open forums to present the Program
- Which members would receive the services during this pilot period? If demand exceeds the target number of 12 members, how would the selection be established? Would there be a measure related to urgency?
The TF recommended and the Board concurred with applying this urgency/timeliness criterion for priority setting.

- 2. Cost Sharing** – If demand exceeds the budgeted amount, will these LPP services be offered on a cost-sharing basis or at the member's full expense or should we wait until the pilot program is concluded at the end of 2022 to determine the format for the LPP going forward?

The TF and Board support limiting the number through the pilot period and then determining the need/demand and subsequent budget for 2023.

- 3. The Unit to Be Served** – Would the unit of service be the member (members if a couple) or could it include family members identified by the WH member as important to the planning process?

The TF and Board agree with the comprehensive approach to family involvement as preferred by the member.

4. Confidentiality:

- How will confidentiality of participant information be protected?
The Task Force recommended and the Board concurred that information about individuals receiving one- on-one services and/or participating in a group will not be identified to other than the ED and the Program Coordinator.
- What norm will be established for members participating in group sessions?
The Task Force recommended and the Board concurred that all members participating in group sessions will be required not to share anything about what other members have done or said during the sessions.

Attachment 6c: Life Plan Program Scope of Work

The Life Plan Task Force is commissioned by the Board to prepare a plan to design and implement a Life Plan Program for WH members. This project is aimed at providing a professional resource to members who wish to develop a plan for their changing needs as they age. It is a pilot program to be tested in 2022 with an end of year evaluation based on criteria for success developed by the TF in consultation with the Board, ED and the Program Coordinator. It is estimated that 12 WH members will be in the pilot program.

Process/Timetable

- The TF chair appointed by the Board President will recruit members to the TF in consultation with the ED who will staff the TF - **2/22**
- TF meets for initial planning session – **3/1**
- The TF will draft sample policy issues and solicit input on scope of work and policy issues from the Board at its March meeting before developing a detailed plan for the project design - **3/7 Bd. packet/Bd mtg. 3/14**
- The TF chair will outline a detailed plan for Board review - **4/4 Bd. packet/Bd. Mtg. 4/11**
- The TF will develop a statement of qualifications for the LP Program Coordinator position (considering the possibility of a joint position with the SW Program Coordinator) and will provide advice and counsel on candidates - **April**
- Recruitment and interviewing of candidates - **April/May**
- Program launch - **JUNE**

Draft 3-4-22 BA

Wider Horizons Village Seeks Life Plan Program Contractor

Wider Horizons, a virtual village serving Central Seattle, is inviting applications for a part-time (10-hour per week) contract position. The position, Life Plan Coordinator, will develop and implement a program for members who wish to plan for their changing needs as they age. Many of our members are living longer lives than expected and are beginning to research senior care options to plan ahead for both the financial and caregiving needs for successful aging. This Life Plan Program (LPP) would provide a vetted and subsidized service for members to explore options and prepare better for when they need more support, either at home or a care facility.

One-on-one consultation and group activities will occur during a pilot period of six months to support members to proactively address housing, health, insurance, and other future options by making a plan that takes into account their desires, assets, and limitations.

Background of Wider Horizons:

The first virtual village to support people to age in place well began more than 20 years ago in Boston and sparked a national movement that now numbers about 300 villages. *Wider Horizons* opened in 2015 and has 105 members ranging in age from 30 to 92. Our diverse members are characterized by the desire to age *in community*.

We exist to help members connect with each other and create such a community. This is naturally more challenging for people to do on their own as they age or face increased physical and psychosocial challenges. As members age in place, their needs for emotional and practical support are anticipated to grow. Further, about 20% of our members are “solo agers” who live alone and don’t have close-by family to help them.

Currently, members themselves, along with the Executive Director, and a few additional volunteers meet member needs. They act as health advocates, provide meals and household assistance, and offer social and emotional support. One area where additional professional expertise is desirable is that of planning for future needs. This can be a challenging and sensitive area and would benefit from support of a knowledgeable professional.

We envision that approximately 12 of our members will engage with the Life Plan process during the six-month pilot project period starting in May 2022. Data about demand for the program, as well as about member satisfaction and other outcomes will be collected on an ongoing basis to ensure that the program is meeting members’ needs. In October/November, a program evaluation will determine program modifications, if any, and future priorities. The contractor will participate in the evaluation, which will be overseen by a Task Force of active members.

Description of Life Plan Coordinator Functions:

1. Developing and implementing effective ways to bring the Life Plan resource to the attention of members, including identifying variables that will help target the program to those who would benefit most from it

2. Becoming familiar with Wider Horizons resources, such as its Handbooks on Preparing for a Serious Health Incident and Housing Options, to incorporate these resources, as appropriate, into the Life Plan Program
3. Conducting research to find useful resources to guide creation of a Life Plan outline, including identifying other villages who have similar programs
4. Creating such an outline with modules that will apply to a variety of situations (getting important papers in order; decluttering; considering alternative housing and care options; end-of-life plans, and more)
5. Determining the interest of members in participating in a group versus those who would prefer individual consultation
6. Scheduling individual and group consultations
7. Finding ways to appropriately involve members' family in creating Life Plans (with the permission of the member)
8. Other tasks or functions as determined by the contractor in consultation with the Executive Director

Other Considerations:

The Life Plan Coordinator will abide by professional standards for confidentiality and will assure that the Wider Horizons privacy/confidentiality policy (attached) is enforced.

The Life Plan Coordinator will be bound by the Wider Horizons Anti-discrimination and Anti-harassment Policy (attached).

Applicants from underrepresented groups are strongly encouraged to apply.

Qualifications:

- A Masters in Social Work or a field relevant to the project content
- Experience in working with socially and economically diverse older adults and their families
- Skills in psychosocial or other individual assessment, short-term interventions, and group facilitation
- Strong outreach, research, and marketing skills
- Knowledge of community and residential resources to support older adults in the Seattle area (e.g., the Aging and Disability Network)
- Ability to gather and report data to evaluate one's practice
- Capacity to work independently and without daily supervision
- Ability to see the big picture
- Skills in working effectively with volunteers

Supervision:

The *Wider Horizons* Executive Director will supervise the Life Plan Coordinator.

Workload and Hourly Compensation:

\$41.50 hour for 10 hours/week through the end of 2022. A program evaluation will be conducted to determine whether the program will continue beyond the end of 2022 and if so, for how many hours.

Timeline:

Submit a resume, cover letter and the names of 3 references to Denise Klein, Executive Director of Wider Horizons, denise@widerhorizonsvillage.org by **May 1, 2022 or until the position is filled.** If you have questions, please contact Denise.

1. Purpose – To provide support to the ED and the Board of Directors to enhance performance and collaboration. This investment is a direct response to Section II, A and D, in the findings and recommendations in the Executive Director's evaluation report:

II. Improve ED and Board Coordination

The findings revealed several areas that would benefit from some thoughtful discussions between the Board and the ED. These include:

A. Clarify the roles and responsibilities of the Board, the ED and other entities that apply in a member-driven organization.

D. Reinforce with ED ways in which she can further enhance her job performance, (e.g., encourage and respect the opinions of others, adhere to member-driven/ shared leadership approach).

Completing the work on board and ED roles and responsibilities as well as organization vision and goals would be essential groundwork for the executive coaching process.

2. Estimated cost – Estimated amount of consulting contract: \$3,000.

3. Time frame - During 2022 as determined by the ED and Board.

4. Details of selection, supervision, management

This contract and selection of a consultant would be coordinated by an assigned Board lead. Steps in the process:

- Board and ED discuss expectations and desired outcomes from the coaching contract.
- Board identifies a Board member to lead the process on behalf of the Board.
- Identification of executive coaches suitable for this consultation. This would be a collaborative process of Board lead and ED to assure a good fit.
- Selection of a coach and negotiation of contract/amount.
- ED, Board lead and coach meet to discuss process and timing.
- Periodic personal coaching to support the ED.
- Periodic discussion with ED and Board on results of coaching to optimize the opportunity for the ED and the Board to achieve the outcome below.
- Final report/session with consultant and ED to review methods and strategies that will be useful to both the Board members and ED in collaborating together.

5. The outcome – Through this process, the ED and the Board develop a stronger partnership and sense of collaboration related to II A and D, listed above. The Board and the ED clearly define roles and responsibilities. The Board articulates and communicates needed areas of improvement in ED communication and leadership skills. The ED is successful in demonstrating enhanced skills in these areas. The Board and the ED achieve a higher level of performance and enjoyment in working together.