

**ATTACHMENT 1**

<b><i>DRAFT AGENDA</i></b> <b><i>Wider Horizons Board of Directors</i></b>		<b>Monday, January 10, 2022</b> <b>11:30 – 2:00</b> <b>Zoom</b>	
<b>DRAFT AGENDA</b>		<b>Facilitator: Debbie Ward (DW)</b>	
<b>Time</b>	<b>Item</b>	<b>Presenter/ Facilitator</b>	<b>Outcome</b>
11:30	President’s Report	Nancy Hooyman	Grounding & Inspiration
11:35	<b>Consent Agenda</b> [need motion to accept all of these without discussion]: <ul style="list-style-type: none"> <li>• Agenda (Att. 1)</li> <li>• Minutes of the 12.13.21 Board Meeting (Att. 2)</li> <li>• Executive Directors Report (Att. 3)</li> <li>• Update on Fall Fundraising (Att. 4)</li> <li>• Banking Resolution (Att. 5)</li> </ul>	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.
11:45	Covid Precautions Policy (Att. 6)	Bob	A policy will be adopted.
12:00	Reports on PGF programs (Att. 7) and Policy Issues to be addressed by the Board (Att. 8)	Denise K., Nancy	The Board has shaped policies that will govern the operation of each PGF initiative.
12:30	<b>B R E A K</b>		We have the strength to go on.
12:40	Discussion of how to approach the three topics: Organization Purpose (Att. 9); Organization Governance; Roles and Responsibilities	Nancy, Denise L. Debbie	Finalize approach to purpose discussion and address timing of the two other major topics.
1:15	Input to a Task Force that will make recommendations about how we can best get member input into Board meeting discussions (Att. 10)	Nancy and Ann	Provide direction to a Task Force.
1:30	All Member Meeting (Atts. 11 & 12)	Ann	Provide feedback to Ann on what should be included in this.
1:40	Other Business	Debbie	
1:50	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, January 10, 2022 - 11:30 am to 2:00 pm**

**ATTACHMENT 2: Draft Minutes of the Monday, December 13, 2021  
Meeting of the WH Board of Directors**

<b>Facilitator: Debbie Ward (DW)</b>		
<b>Item</b>	<b>Presenter/ Facilitator</b>	<b>Outcome</b>
<p>President's Report</p> <p><b>Ann offered soft and gentle comments regarding the passing of Donna Sunkel. Her garden represented her life. The growth flowed easily with a natural energy. A memorial will be held on Zoom at 3 pm on Sunday, December 19.</b></p> <p><b>Denise Lishner said that Wider Horizons members are invited to take a plant from her greenhouse.</b></p> <p><b>Ann noted the way we conduct business and take action includes different voices. The Monday memo included A J's request for information on a car. Her request to the Village percolated up and allowed us to share different worlds. Our storytime group has new members sharing their stories. And it's been so encouraging to have such financial success this past year as well as great responses in fundraising. Jeanne Marie noted the anticipation she feels as her</b></p>	<p>Ann Lawrence</p>	<p>Grounding &amp; Inspiration</p>

<p><b>sister considers retirement and a possible membership in Wider Horizons.</b></p>		
<p><b>Consent Agenda</b> [need motion to accept all of these without discussion]:</p> <ul style="list-style-type: none"> <li>• Agenda – (Att. 1)</li> <li>• Minutes of the 11.8.21 Board Meeting – (Att. 2)</li> <li>• Executive Directors Report – (Att. 3)</li> <li>• Motion regarding ED expenditure authority – (Att. 4)</li> </ul> <p><b>Motion: The Consent Agenda was approved.</b></p>	<p>Mailed in advance</p>	<p>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.</p>
<p>Election of Officers for 2022 – (Att. 5, Nominating Committee Report)</p> <p><b>The committee of Denise Lishner, Charles Heaney, and Bob Anderson proposed a slate of new Board officers for 2022.</b></p> <ul style="list-style-type: none"> <li>✓ <b>President: Nancy Hooyman</b></li> <li>✓ <b>Vice President: John Rochford</b></li> <li>✓ <b>Secretary: Denise Lishner</b></li> <li>✓ <b>Treasurer: Jeanne Marie Thomas</b></li> </ul> <p><b>Bob explained that candidates took time to consider their position and talked with each other before they made a final</b></p>	<p>Bob Anderson</p>	<p>Adopt Nominating Committee Slate of Officers</p>

<p><b>decision to accept the nomination. They were enthusiastic about accepting their positions.</b></p> <p><i><b>Motion: The motion to accept the nominations for the 2022 Board officers was approved.</b></i></p> <p><b>Nancy Hooyman said she was looking forward to working with the Board.</b></p> <p><b>She identified 3 items to be addressed during the year ahead. Clarifying:</b></p> <ul style="list-style-type: none"> <li><b>A. the purpose of Wider Horizons</b></li> <li><b>B. the governing model for Wider Horizons</b></li> <li><b>C. Roles and Responsibilities</b></li> </ul> <p><b>The Board will continue to strategize about goals.</b></p>		
<p><b>Bylaws Amendment – (Att. 6)</b></p> <p><b>In response to a previous query by John Rochford regarding the reduced size of the Board, Bob Anderson explained that more time was necessary to recruit new members and that Board governance, among other things, needed to be addressed before more members were recruited. Recruitment will occur in the first quarter of 2023.</b></p>	<p><b>Bob Anderson</b></p>	<p><b>Adopt Bylaws Amendment</b></p>

<p><b>Denise Lishner suggested using upper case D in the amendment for Director. Denise Klein wants to wait until it can be done throughout all of the bylaws.</b></p> <p><i>Motion: The motion to accept the amendment to the Bylaws to have 8 voting Directors in 2022 was approved.</i></p>		
<p>Revised 2022 Base Budget (Att. 7)</p> <p><b>John Rochford stated a concern about how the 3 projects funded by the Planned Giving Fund (PGF) projects will be tracked. Following a discussion about how to track those 3 projects, Denise K. identified these steps:</b></p> <ul style="list-style-type: none"> <li>✓ <b>Adopt PGF recommendations</b></li> <li>✓ <b>Load the budget in Quickbooks</b></li> <li>✓ <b>Work with the bookkeeper on how to track the expenditures.</b></li> </ul> <p><b>Placeholders can be put in after the PGF is adopted.</b></p> <p><b>Jeanne Marie accepted that that the projects need to be tracked and that the Finance Committee will determine how it will be done.</b></p> <p><b>Nancy Hooyman noted that the Succession Plan development is in</b></p>	<p>Denise Klein</p>	<p>Adopt base budget for 2022</p>

<p><b>the base budget rather than being funded by the PGF. Denise K. stated that both the Succession Plan and Executive Coaching are supported in the regular budget and will not need PGF funding.</b></p> <p><i>Motion Approved: The Board of Directors approves adoption of the Draft 2022 Budget presented by the Executive Director (Attachment 7) along with authorization for the following: Executive Director’s salary increase of \$2,250, for a total of \$55,000. and increase in Executive Director’s benefits of \$192, for a total of \$7,094.</i></p>		
<p>Planned Giving Fund Proposals (Atts. 8a &amp; 8b)</p> <p><b>The Planned Giving Fund (PGF) has received direct contributions to date but it is also a landing place for estate giving. Bob Anderson reported that the PG effort raised \$70,000 in 2020. The Fundraising Committee set a regular fundraising goal of \$60,000 for 2021 (not including donations to the PGF) and, as of today, 2021 fundraising slightly exceeds \$60,000. Bob noted that the funding results indicate that WH is here for the long haul.</b></p>	Denise Klein	Modify or adopt 3 proposals to be funded with PGF funds

<p><b>Funders like successful organizations.</b></p> <p><i><b>Motion Approved: The Board of Directors gives the Executive Director authority to fund the Social Work Program, Social Activities Coordinator, and the Long Term Personal Care Planning Program, totaling up to \$30,440 in 2022, from the Planned Giving Fund.</b></i></p> <ul style="list-style-type: none"> <li>✓ <b>Sue Lerner noted that some working parts of the Social Work Program will be more fully described.</b></li> <li>✓ <b>Denise K noted that, by adopting the budget, we are also approving the proposal.</b></li> <li>✓ <b>Next Steps: The Board will be offered the opportunity to weigh in on policy questions raised by any of the 3 proposals.</b></li> <li>✓ <b>Nancy Hooyman will assign leads to each and that person will provide Board members with operating detail to satisfy their curiosity.</b></li> </ul>		
<p>Goals (Atts. 10 and 11)</p> <p><b>Charles introduced the goals as a basic set of goals that are broad</b></p>	<p>Charles Heaney</p>	<p>Adopt goals</p>

<p>and specific so they will stand the test of time.</p> <p><i>Motion: The Board approved the Wider Horizons Goals.</i></p> <p><b>Ann Lawrence noted that in Goal 3, which relates to WH connection with the larger community, we are encouraged to support and work with other groups in Seattle that are focused on healthy aging.</b></p>		
<p>Other Business</p> <p><b>Susan Adler, Chair of the Forums Committee, described the recent Forum with the Executives from the Seattle Times as an insider discussion with local players. She plans to have a Forum on a quarterly basis.</b></p> <ul style="list-style-type: none"> <li>✓ <b>Currently, the group is seeking a member of Bruce Harrell’s transition team. She wondered if anyone in the Village knows or would have a connection to Sally Jewell who chairs the transition team.</b></li> <li>✓ <b>She is also seeking a connection to David Domke, a professor in Communications at the U of W and very active in supporting grass roots</b></li> </ul>	<p>Debbie</p>	

<p><b>politics. Denise Lishner will write a letter to him.</b></p> <ul style="list-style-type: none"> <li>✓ <b>Denise Klein will write a letter to Marc Dones, who is the CEO of the King County Regional Housing Authority, to speak about issues related to the unsheltered in King County.</b></li> </ul>		
<p>Acknowledge contributions to the success of this Board meeting</p> <ul style="list-style-type: none"> <li>✓ <b>Denise L: appreciated John reopening the conversation about the information the Board will receive on the progress of the Planned Giving Fund projects.</b></li> <li>✓ <b>Debbie: Encouraged people to make statements directly to the person they are speaking about, rather than using 3<sup>rd</sup> person.</b></li> <li>✓ <b>Liz: Is still interested in how to bring member activities into the Board meeting</b></li> <li>✓ <b>Sue L: It's possible to have an agenda item entitled: Sense of the Members: What have you heard from members? What groups have you attended?</b></li> <li>✓ <b>Bob praised the meeting materials that were prepared in advance.</b></li> </ul>	<p>Ann</p>	<p>Closure and evaluation</p>

<ul style="list-style-type: none"> <li>✓ <b>Bob: At Hospice and Horizon House to set the tone of meetings, a member came in to share an experience that gave a sense of the membership.</b></li> <li>✓ <b>Nancy Hooyman commented on the well organized meeting but found the budget discussion confusing.</b></li> <li>✓ <b>Ann commented on leadership style: One style of leadership works for one person and not for others. We all have different styles and we should appreciate them all.</b></li> </ul>		
<p><b>The meeting was adjourned at 1:35.</b></p>	<p>Ann</p>	

**Invited:** Susan Adler, Bob Anderson, Charles Heaney, Nancy Hooyman, Ann Lawrence, Sue Lerner, Denise Lishner, Liz Ohlson, Nancy Robb, John Rochford, Jeanne Marie Thomas. **All invited members attended.**

**Facilitator:** Debbie Ward  
Klein

**Staff:** Denise

**Next Meeting: Monday, January 10, 2022 - 11:30 am to 2:00 pm**

**Facilitator:** Debbie Ward

**Staff:** Denise Klein

## ATTACHMENT 3

January 2022 Executive Director's Report

1.8.2022

### **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. Denise is in conversation with Louise Andersen to see if she would like to take on the social activity coordination duties.
- b. The **Somesuch Players** read *Witness for the Prosecution* in December and will read *Our Town* in January. Four new people will be readers for *Our Town* and we hope they'll continue.
- c. Our face-to-face social events are not occurring at present.
- d. A new Movie Group has formed with 12 participants. It is yet to be determined how the viewing of the first planned film *Lincoln* will occur.
- e. The December *Storytelling* event, moderated by Ellen Berg, was better attended (more than 40 people) than any previous session. **Michael Kischner** will moderate the January session on Thursday, January 20. His storytellers are **Tom Heller, Denise Lishner, Sue Lerner, and Gay Hoerler**.
- f. **Susan Adler** and **Denise Klein** are working with a committee to plan and implement 2022 Forums. Currently under consideration is a session about the "denial of death" with the Ernest Becker group.
- g. The phone tree was "triggered" for the 33rd time. There was a selective triggering during the snow to make sure everyone had what they needed.
- h. **Rick Grossman** shoveled one members steps and sidewalks and **Denise Klein** and **Margaret Fisher**, another's.
- i. The Housing Options Committee, led by **Denise Lishner**, continues to build out their document with material supplied by members **Ann Lawrence, Audrey Hansen, Marge Lepley, Deirdre Cochran,** and **Alline Thurlow (as well as Denise L and Denise K).**

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

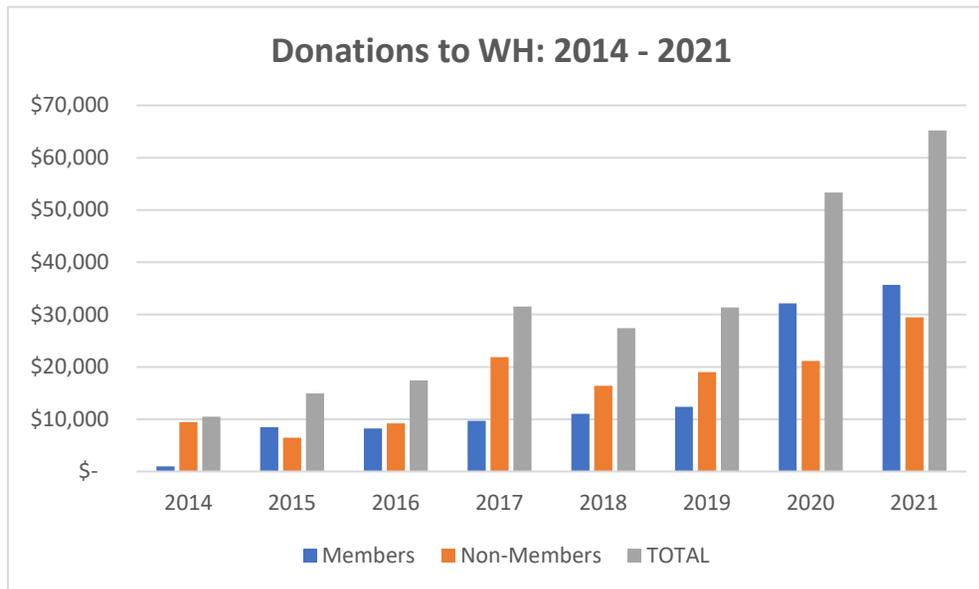
- a. Membership is holding at 107. No new members this month.
- b. The Planned Giving Fund has a balance of \$70,000 from 5 donors with a pledge of an additional \$25,000 in 2022.
- c. Our fall Fundraising Campaign was extremely successful. See attached report.
- d. We are in the process of moving \$100,000 in Planned Giving Fund monies (\$70,000) and reserve funds (\$30,000) to Home Street.

#### **Other:**

- a. **Denise Klein** and **Sue Lerner** are working with the University Retiree Association and other villages, and with the YMCA, on panel presentations regarding villages.

**ATTACHMENT 4**

		<b>2014</b>	<b>2015</b>	<b>2016</b>	<b>2017</b>	<b>2018</b>	<b>2019</b>	<b>2020</b>	<b>2021</b>
Members	\$	1,000	\$ 8,465	\$ 8,230	\$ 9,697	\$ 11,025	\$ 12,355	\$ 32,176	35,710
Non-Members	\$	9,465	\$ 6,451	\$ 9,221	\$ 21,847	\$ 16,400	\$ 18,990	\$ 21,135	29,480
<b>TOTAL</b>	\$	10,465	\$ 14,916	\$ 17,451	\$ 31,544	\$ 27,425	\$ 31,345	\$ 53,311	\$ 65,190





**Banking Resolution**

The following banks will be used by *Wider Horizons*:

1. First Security Bank of Washington will have our operating funds.
2. Home Street Bank will have our reserve and Planned Giving Fund funds.

The following individuals will have signature authority on both accounts:

1. Denise Klein, Executive Director
2. John Rochford, Vice President

Resolution Adopted at the January 10, 2022 meeting of the *Wider Horizons* Board of Directors.

Denise Lishner  
Secretary of the Corporation

Date:

## **Covid-19 Protection Policy**

Because we are concerned about the health and well-being of our members, especially with regard to Covid-19 and its variants, we are establishing the following policy. This policy and its implementation will be guided by the standards and guidelines of the CDC and the King County Health Department.

1. All attendees at WH-sponsored face-to-face events will be fully vaccinated (we will ask for a declaration from members and examine vaccination cards for non-WH members).
2. All WH contractors will provide evidence of full vaccination status.
3. Member volunteers who are helping other members (and the members themselves) will be fully vaccinated. They will wear masks unless both agree otherwise.
4. If a member requests other safety precautions (rapid testing, distancing, etc.), we will try to honor these. If we are unable to do so, the member in question may decline participation.

## **Status Report on Implementation of Planned Giving Fund Programs**

### **Social Activities “Coordinator” – sponsor is Denise Klein**

1. There will be no formal or large-scale face-to-face activities in January or until the current number of Covid cases for all age groups returns to pre-Omicron levels.
2. Our focus will be on facilitating the planning for small group events (typically 8 people or fewer) that can occur whenever potential participants feel they would be safe.
3. Denise is exploring contracting with our personal assistant, Louise Andersen, for social activity-related tasks. Louise would work closely with Denise if she agrees to take this on.
4. It is likely that these project funds will be one-time only and used to develop and synthesize member ideas and interests and an implementation framework, as well as potential relationships with venues such as the opera.

### **Long Term Personal Care Planning (PCP) – sponsor is Bob Anderson**

1. Bob Anderson anticipates an April 1 launch and he will work with Denise Klein and a couple of other Board members to outline preliminary plans.
2. His thought at present is to reframe the program a Life Planning, not Care Planning, so it would be relevant to all members who would like to explore in more depth and with more focus the options and supports they might need as they advance through this last chapter of life. This is very preliminary thinking, subject to much more consultation as well as research on life planning models.
3. Bob and Nancy Hooyman would keep in close contact for any synergies and possible role overlap between the social work and personal or life planning programs and to look for synergies and possible role overlap.

### **Social Work Program – sponsor is Nancy Hooyman**

1. The program will consist of two phases after basic policy is set by the Board of Directors:
  - a. The implementation phase that will be accomplished by the social work committee, chaired by Nancy Hooyman.
  - b. The evaluation phase that will be overseen by Sue Lerner working with Denise Klein (and others).
2. Denise will supervise the social worker
3. Services will include support groups (for which any member is eligible) and one-on-one for those who meet the eligibility criteria to be determined by the Board.

## **Policies re Social Worker Program**

*This document addresses policy issues that Board members have surfaced in their feedback on the social work proposal. We anticipate that our Board discussion will identify other issues.*

### **Program Purposes**

1. The social worker will see individuals one-on-one and facilitate groups as requested.
2. The social worker will support and enhance what our members are able to provide each other as well as connect members with appropriate professional services.
3. The social worker will be available to assist members experiencing challenges as well as those who are concerned about them.
4. In some cases, a member will see the social worker on an ongoing basis; in other cases, the social worker will assess and connect the member with volunteer or paid services.
5. Efforts will be made not to duplicate other non-profit services readily available to WH members.

### **Access and Availability**

1. The program is available to any member.
2. The program is focused on members who are homebound, dealing with unwanted life changes, and/or socially isolated and on those members who are helping such individuals.
3. Until demand is clearer, free one-on-one services by the social worker will be limited to 10 hours per month.
4. At the member's discretion, one-on-one visits may include other family members. The social worker will not meet with any family members or other caregivers of the member without their approval.
5. Denise will be the gatekeeper to determine access to the social worker's services.

**Cost-Sharing**

1. If demand for the social worker exceeds budget, members will be offered the opportunity to cover or share the costs, based on the discretion of the Executive Director in consultation with the Board President .
2. Groups run by the social worker will be free to members, and, if feasible, to non-members.

**Confidentiality**

1. Individuals receiving one on one services and/or participating in a group will not be identified other than by the ED and Board President.
2. Members participating in a group session will not share anything about what other members have done or said during the sessions.

**Draft Process for Creating Wider Horizons (WH)  
Purpose Statement<sup>1</sup>**

1. Board president Nancy Hooyman convened a Task Force consisting of Denise Lishner and Debbie Ward (with Denise Klein as a staff consultant) to design a process for creating WH's purpose statement.
2. Board Members will be asked to respond to these four questions, emailed with the Board packet. They can provide responses in writing (to Denise Lishner), or during discussion (in an abbreviated form) at the January Board meeting, or both:
  - What was the main thing you were looking for when you joined WH?
  - Have you found it? Or have you found something equally or more valuable?
  - Why is what you have found important to you?
  - What do you think is the purpose of WH as an organization?
3. A 10% randomly-drawn sample of active members will be identified and these people will be interviewed by the Task Force using the same questions.
4. Another option for Board member consideration is to have all or a portion of the January 18 all-member meeting devoted to one or more of these questions.
5. Based on the analysis of all the above input, Denise Lishner and Debbie Ward, with the assistance of Denise Klein, will review and collate all of these data and craft a statement for Board review at the February meeting. Both the analyzed data and a draft purpose statement will be provided. A significant amount of time will be spent at that meeting to come to agreement on the key elements of a purpose statement.

If you wish, you may call Denise Lishner or Debbie Ward before the meeting with comments or questions.

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<sup>1</sup> On the next page, we've provided some definitions, as well as WH's Vision and Mission.

### **What is a Vision Statement?**

Vision is what the world's going to look like when an organization has achieved its mission.

*Wider Horizons* Vision is:

*Elders are fully treasured as an integral and contributing part of our vibrant, caring community where all of us are comfortable, connected, useful and respected.*

### **What is a Mission Statement?**

A mission statement answers the question “how is our organization going to make our vision a reality?”

*Wider Horizons* Mission is:

*to enable older residents of Central Seattle to participate in an intergenerational community that shares knowledge, experience, and services with each other so living is easier and more joyful. We do this by providing, vetting, and recommending resources so adults can remain in their own homes for as long as they choose. We offer members a harmonious blend of health and in-home services, shared social and cultural activities, and community engagement—all designed to foster belonging, security, and contribution.*

But there's still an unanswered question. With vision and mission we have the “what?” and the “how?” respectively. But we still need to answer the “why?” That's where purpose comes in.

### **What is a Purpose Statement?**

A purpose statement provides the reason or reasons an organization exists. It answers the question, “why are we in business”?

We decided a statement of purpose would be valuable to make sure the members of the Board of Directors were on the same page regarding the question of why we exist. This statement of purpose can be useful in descriptions of WH, recruitment, and fund-raising.

**Task Force to Develop Strategies for  
Member Input to Board Decisions**

The purpose of this task force will be to assure that we develop effective strategies for engagement between the Board and the membership so members can participate meaningfully in developing policy, practices, and programs.

On January 10th, as Chair, Ann Lawrence would like to start this process by asking the Board to give input on the Task Force, and agree to the establishment of a Scope of Work (SOW) for it. She will then engage a small group of people to flesh out the SOW, which will be presented for approval at the February Board meeting.

Recognizing that getting member input will be an ongoing process, at the January Board Meeting, Ann would like your thoughts on this question:

How will we know that we have succeeded in this effort to seek members' input to organizational decisions?

# ATTACHMENT 11

## All Member Meeting Suggested Outline

**Tuesday, January 18**  
**4-6 pm**

### **5 minutes:**

Introduction

### **40 minutes:**

Members testify what specific aspects of the village structure have meant to them  
Columns 2-4 on attached chart

### **10 minutes:**

Members tell what else has given them meaning/pleasure/satisfaction in terms of  
their Village membership

### **40 minutes:**

Introduce Board Members/Officers

Members ask questions of leadership (Column 1 on attached chart or other)

### **5 minutes:**

Summation

**ATTACHMENT 12: Draft of possible participants to be invited to all-member meeting**

<b>MANAGE/ ADMINISTER</b>	<b>CONNECT/INFORM</b>	<b>STIMULATE</b>	<b>SUPPORT</b>
Board of Directors	Monday Morning Memo	Somesuch Readers Tom Heller	Volunteer Services Naomi Shiff/Kay Beisse/Barb Klube/Victoria Bestock
Membership Committee	Phone Tree Carol Mirman	Storytelling Ellen Berg	Referrals to Vendors Sharon Sobers-Outlaw Carolyn Allen
Fundraising Committee	All-Member Zooms Christian Roehr	Book Group Sandra Wheeler	Personal Assistant Pat Siggs
Goals Task Force	Website Kelly Marcum	Forums Soojin Kim	Housing Options Audrey Hansen/Marge Lepley
	Newsletter Michael Kischner	Music Ellen Taussig/Deirdre Cochran	Health Advocacy Kathleen O'Connor
	Phone Buddy Barbara Oswald	Warm for Winter Joan Bergman/Jane Cotler	
		Gardening Eleanor Dills/Rick Grossman	
		Happy Hours Emily Martinez/Gay Hoerler	
		Men Drinking Coffee John Barber	
		Movie Group Bill Lippe	