

**ATTACHMENT 1**

<b><i>DRAFT AGENDA</i></b> <b><i>Wider Horizons Board of Directors</i></b>		<b>Monday, December 13, 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	Ann Lawrence	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 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>	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.
11:40	Election of Officers for 2022 – (Att. 5, Nominating Committee Report)	Bob Anderson	Adopt Nominating Committee Slate of Officers
11:45	Bylaws Amendment – (Att. 6)	Bob Anderson	Adopt Bylaws Amendment
12:00	Revised 2022 Base Budget (Att. 7)	Denise Klein	Adopt base budget for 2022
12:20	<b>B R E A K</b>		We have the strength to go on.
12:35	Planned Giving Fund Proposals (Atts. 8a & 8b)	Denise Klein	Modify or adopt 3 proposals to be funded with PGF funds
12:50	Update on Fall Fundraising and PGF (Att. 9)	Bob Anderson	Information only
1:00	Goals (Atts. 10 and 11)	Charles Heaney	Adopt goals
1:30	Other Business	Debbie	
1:45	Acknowledge contributions to the success of this Board meeting	Ann	Closure and evaluation
2:00	Adjourn	Ann	

**Invited:** Susan Adler, Bob Anderson, Charles Heaney, Nancy Hooyman, Ann Lawrence, Sue Lerner, Denise Lishner, Liz Ohlson, 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**

<b>ATTACHMENT 2</b>		<b>Monday, November 8, 11:30 – 2:00 Zoom</b>	
<b>DRAFT Minutes of the 11.8.21 Meeting of our Board of Directors</b>		<b>Facilitator: Debbie Ward</b>	
<b>Time</b>	<b>Item</b>	<b>Presenter/ Facilitator</b>	<b>Outcome</b>
11:30	<p>President’s Report</p> <p><b>Ann noted Donna Sunkel’s absence. Ann will stay in touch with her and continue to support her and her family.</b></p> <p><b>Reflection:</b></p> <p><b>In reflecting on the successes of Trader Joe’s, Ann found parallels with Wider Horizons, noting:</b></p> <ul style="list-style-type: none"> <li>✓ <b>Trader Joe’s outscores other companies in products sold per sq foot</b></li> <li>✓ <b>Traders Joe’s overstaffs stores</b></li> <li>✓ <b>They rely on high customer satisfaction</b></li> <li>✓ <b>They emphasize simplicity</b></li> <li>✓ <b>Other communities want Trader Joe’s</b></li> </ul> <p><b>Ann sees parallels with Wider Horizons’ current and future success. Wider Horizons emphasizes customer service and neighborliness.</b></p>	Ann Lawrence	
	<p>Consent Agenda [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 10.11.21 Board Meeting – (Att. 2)</li> <li>• Executive Directors Report – (Att. 3)</li> <li>• Amend Bylaws – (Att. 4)</li> <li>• 3<sup>rd</sup> Quarter Financials (Atts. 5a, 5b, 5c)</li> </ul> <p><b>John Rochford requested to remove the Amend Bylaws motion from the Consent Agenda so that the Board can discuss before the amendment is passed.</b></p> <p><b>Motion: <i>The Consent Agenda was approved with the removal of the Amendment of the Bylaws.</i></b></p>	Mailed in advance	A member may request an item be moved from either the consent agenda or the information only agenda. That item may then be considered at once or at the end of the meeting, at the President’s discretion.

11:40	<p>2022 Base Budget (Att. 6)</p> <ul style="list-style-type: none"> <li>✓ <b>In response to questions about getting member input to the budget, Denise Klein will hold zoom meetings to answer members' questions and take their ideas. She will meet with Jeanne Marie to plan the content of these sessions.</b></li> <li>✓ <b>Jeanne Marie stated that the budget, with revisions reflecting Board, Finance Committee, and member input, will be adopted at the December meeting.</b></li> </ul>	Denise Klein	Adopt base budget for 2022
11:55	<p>Proposals by members for expenditures from the PGF (Atts. 7a &amp; 7b)</p> <p><b>Board members were asked: Does this program enhance Wider Horizons?</b></p> <p><b>1. Social Work Program</b></p> <p><b>Time Frame: 11 months in 2020.</b></p> <p><b>Cost: \$19,200.</b></p> <p><b>This program will be staffed by an MSW and will offer up to 10 hours of consultation a week for members who are homebound, socially isolated or dealing with unwanted life changes. The social worker will coordinate volunteer services.</b></p> <ul style="list-style-type: none"> <li>✓ <b>Fits with Planned Giving</b></li> <li>✓ <b>Finance Committee can address issues if expenses exceed the budget</b></li> <li>✓ <b>Proposal to combine the Long Term Personal Care and Social Work Programs will be made after resources are determined</b></li> <li>✓ <b>Program has potential to change mitigate the need for intense member involvement</b></li> <li>✓ <b>Move carefully to manage this with member input and feedback</b></li> </ul> <p><b>2. Succession Planning</b></p> <p><b>This proposal funds the process for the selection of a successor to the current Executive Director.</b></p> <p><b>Time frame: completion by August/Sept. 2022</b></p> <p><b>Cost: \$5,000 as a placeholder</b></p> <p><b>Why is a consultant necessary?</b></p>	Jeanne Marie Thomas	Agreement about status of PGF proposals

- ✓ The impartiality of a consultant is important as an organization moves forward
- ✓ After a founder leaves, the average stay of an Ed is only one year
- ✓ ED job description needs to be updated
- ✓ Donors would support the idea of a consultant for a succession plan

**3. Social Activities Coordinator**

Develop new, mostly face-to-face, ongoing social activities with outreach to connect members to activities.

**Time Frame: March – Sept 2022 (could be extended)**

**Cost: \$6,240**

- ✓ This one time proposal is for a person who likes to do detail work
- ✓ Phone tree is asking people if they are ready to get together in small groups
- ✓ These would be programs which members couldn't get going themselves
- ✓ Need to be sure these activities don't stifle members' interest in developing their own activities
- ✓ With a program committee, we might not need a clerical person
- ✓ This may turn out to not be short term (other villages often have staff responsible for getting a program together)
- ✓ Would like to discuss priorities for projects
- ✓ With evaluation, confidence will build that the programs are or aren't successful

**4. Executive Coaching**

**Time Frame: 2022 as determined by ED and Board.**

**Cost: \$3,000**

**Purpose: to provide support for Denise and the Board to learn how to be supportive of the ED.**

- ✓ Members supported the action
- ✓ Highest performers have coaches

	<p><b>5. Long Term Personal Care Planning Program</b></p> <p><b>Time Frame: April 2022 to Dec. 2022</b>  <b>Estimated Cost: \$40 per hour up to \$5,000.</b></p> <p><b>A program to provide a professional resource to members as they plan for changing needs.</b></p> <p style="text-align: center;"><b><u>Summary/Discussion</u></b></p> <p><b>Regarding Budget for these projects:</b></p> <p><b>Jeanne Marie noted there might be wiggle room in the base budget for some of these projects. Let the Finance Committee find the sources of funds that would be used for each of these projects.</b></p> <p><b>Bob Anderson noted that the projects add up to \$38,000. We currently have \$65,000 in the Planned Giving Fund with a pledge of an additional \$25,000. We would be using 42% of the fund and there could be additions to the fund.</b></p> <p><b>Some of these are one shot projects - \$11,240. There may be donors interested in supporting these kinds of projects.</b></p> <p><b>For projects in which members are receiving services, some Board members support having members pay of a % of the services. Denise Klein doesn't support financial participation of members to pay for a social worker.</b></p> <p><b>Liz asked about whether consideration had been given to setting aside a % of the Planned Giving Fund on a regular basis. Bob said that the Fundraising Committee had not discussed that plan and that donors want the money to go to work sooner than later.</b></p>		
1:10	<p>Report from the Goals Task Force (Att. 8)</p> <ul style="list-style-type: none"> <li>✓ <b>Feedback was received from members via the Listserve.</b></li> <li>✓ <b>Member comments will be integrated into the final Goals document.</b></li> </ul>	Charles Heaney	Update
1:20	<p>Report from the Nominating Committee</p> <p><b>Bob Anderson reported that a slate for each of the 4 Board officer positions will be completed in November for review and approval on 12/13/21.</b></p>	Bob Anderson	Update

1:25	<p>Two more norms (Att. 9)</p> <ul style="list-style-type: none"> <li>✓ <b>Conduct Norms: Engage in your Board</b> <i>Reach out to village members regularly to listen to their needs and interests to influence your Board decision-making</i></li> <li>✓ <b>Organizational Norm: How We Work Together</b> <i>Add to #1: and may also include engagement of members and others, as deemed appropriate.</i></li> </ul> <p><b>Motion: Both Norms approved by the Board</b></p>	Jeanne Marie/Sue Lerner	Adopt more norms
1:40	<p>Other Business</p> <p>Bylaws:</p> <p><b>John Rochford suggested that because there is ongoing Board work, he is uncomfortable with fewer Board members. However, he didn't see an alternative to the change in Bylaws to provide voting rights for the outgoing president who remains on the Board during the new President's first term. He suggested that we should always be identifying new Board members.</b></p> <p><b>Denise K. agreed that that would be a good idea and could be assigned to the nominating committee. If we were to have an 8-9 member council, a different model of governance than we have now, that group could be tasked to find potential Board members.</b></p> <p><b>Bob Anderson noted that this is the first reading of the Bylaw and that we should go through the first few months of the year before we can focus on Board size.</b></p> <p style="text-align: center;">*****</p> <p><b>Actions to be completed:</b></p> <ul style="list-style-type: none"> <li>✓ <b>Finance Committee will resource Planned Giving Fund projects</b></li> <li>✓ <b>Add discussion of bylaws proposal to give past president voting privileges to next meeting agenda</b></li> <li>✓ <b>Make revisions to budget</b></li> <li>✓ <b>Board Nominating Committee will have a list of prospects for Board officer position by December</b></li> <li>✓ <b>Denise Klein will hold zoom meetings so that members can ask questions and make suggestions about the budget</b></li> </ul>	Debbie	

1:50	Acknowledge contributions to the success of this Board meeting <ul style="list-style-type: none"> <li>✓ <b>Ann acknowledged the extent of the work that's gone into this Board meeting</b></li> <li>✓ <b>Sue Lerner expressed appreciation to Nancy H. for returning from a hiatus on the Board</b></li> <li>✓ <b>Bob Anderson appreciated how often the voices of the members have been raised.</b></li> <li>✓ <b>Kudos to John Rochford for bringing up topics more wholistically</b></li> </ul> <b>Concern:</b> <ul style="list-style-type: none"> <li>✓ <b>Liz stated that sometimes constraints for discussing a topic are narrow and there's no chance to address the topic in a full way.</b></li> </ul>	Ann	Closure and evaluation
2:15	Adjourn	Ann	

Members Present

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

**Facilitators:** Debbie Ward

**Staff:** Denise Klein

**Next Meeting: Monday, December 13, 2021 - 11:30 am to 2:00 pm**

## ATTACHMENT 3

### Information Agenda: Executive Director's Report

12.8.2021

#### Goal 1: Support Current and New Members to Age Successfully

- a. The services of Louise Andersen (personal assistant) continue to be sought by *Wider Horizons* members. She has served at least ten of our members under several business models, including payment going through us and direct payment by the member. Most of her time has been covered by the member themselves.
- b. Kudos to **Michael Kischner** and **Soojin Kim**: The December 5 Forum on the Local Press with Michele Flores and Brier Dudley of *The Seattle Times* was attended by 29 people, including non-members. It was excellent.
- c. The **Somesuch Players** read *The Cherry Orchard* in November and will read *Witness for the Prosecution* in December. On the horizon, *Our Town* in January.
- d. Our face-to-face social events are proceeding apace and more are in the planning stages. A high point in December was lunch for 17 at Wicked Chopstix, a local Vietnamese restaurant. The event was planned by **Audrey Hansen**.
- e. **Debbie Ward** hosted a post-Thanksgiving lunch at her home that was attended by 10 other members, who had a great time and made new connections!
- f. Members are planning and hosting face-to-face events on their own, including dinners at members' homes.
- g. A new Movie Group has formed with 12 participants. Planning is underway to determine when and how collective movie-viewing and discussion will occur.
- h. Our Bridge Group has arranged for an instructor and we are hoping for monthly sessions at the Russian Community Center. Thanks for help from the Wallingford Senior Center in securing the instructor!
- i. Attendance at the third **Storytelling** session in November with Charles Heaney as moderator had its usual robust number of more than 30 attendees. December will be moderated by Ellen Berg and features stories by **Carol Mirman**, **Barbara Oswald**, **Vicky Downs**, and **Alline Thurlow** (the latter 3 are first-time storytellers, thanks to Ellen's diligent recruitment).
- j. **Sue Lerner** has arranged a Zoom discussion on December 12 about Andrew Yang's ideas about political parties and his book: *Notes on the Future of our Democracy*.

#### Goal 3: Member Growth

- a. Membership is 107 with Donna's departure.
- b. The Membership Committee:
  - a. is pre-testing an initiative to welcome new members;
  - b. has sent a proposal to add small area groups for the purpose of mutual assistance, to be known as *Neighborhoods* to members for input. Neighborhood will have between 8 and 13 members each. Pods will continue as they wish.

**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 32nd time.
- b. Our formal November and December volunteer efforts were focused on Donna Sunkel. We worked with her family and neighbors and found her a paid caregiver. Everyone had a good experience—even Donna. It should be noted that thus far, even with robust membership growth, we are not overwhelmed by member needs.

**Goal 6: Financial Sustainability**

- a. The Planned Giving Fund has a balance of \$70,000 from 5 donors with a pledge of an additional \$25,000 in 2022.
- b. Our fall Fundraising Campaign featured a mailing to more than 160 people and checks and online donations are pouring in. These individuals helped address envelopes and/or stuff and stamp envelopes: **Deirdre Cochran, Jane Cotler, Barb Klube, Anna Kydd, Jean Lanz, Emily Martinez, Carol Mirman, Terry Sheets, and Charles and Sandra Wheeler.** Even more volunteered, but we didn’t need them and wanted to keep the groups small!
- c. Just two members attended a Budget information session in November, presented by Treasurer Jeanne Marie Thomas and Denise Klein. We’ll do another in December and another in January.
- d. We have selected a new bank, Home Street, and will move our accounts there before the beginning of next year.

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

- a. 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).**

## **ATTACHMENT 4**

### **Motion for Board consideration:**

**The Wider Horizons Board hereby gives the Executive Director spending authority not to exceed \$3,000 beyond the budgeted expenditures identified in the 2022 Annual budget.**

Background: The Finance Committee recommends giving Denise the authority to spend up to \$3,000 more than is budgeted in Fiscal Year 2022. This recommendation allows her to use her discretion to spend funds as needed without consultation with the Board. Naturally, she will consider the status of our actual and projected annual net income when deciding whether to use this spending authority.

We make this recommendation recognizing that we anticipate net income of \$10,500 for 2022, and that we have more than three months of cash reserves earmarked in our bank account.

## ATTACHMENT 5

### Nominating Committee Report

#### Recommended Slate of Board Officers for 2022

The Nominating Committee (NC) comprised of Bob Anderson, Chair, Charles Heaney and Denise Lishner are pleased to unanimously recommend the following slate of officers for the 2022 Board year:

- President, Nancy Hooyman
- Vice President, John Rochford
- Secretary, Denise Lishner
- Treasurer, Jeanne Marie Thomas

The Committee first met on 10/23/21 to review the approved NC Charter, discuss qualifications based on the description of the officer positions contained in the By Laws, develop a list of preferred candidates based on a match of officer duties and skills/experience of Board members, and determine a process for ascertaining the willingness of preferred candidates to serve. It was decided to approach the favored candidate for President first to elicit not only that person's interest but preferences for other officer positions in acknowledgement of the team aspect of the Executive Committee (EC). It should be noted that Ann Lawrence will automatically serve on the EC as Past President.

We allowed plenty of time for candidates to ask questions and consult with others before responding to the invitation to serve. The Nominating Committee members feel that each one of the recommended officers is very well qualified to perform her/his duties and, as importantly, enthusiastic to serve as a leader of the Board. In fact all candidates expressed their eagerness to work as a team.

On behalf of the NC, I will offer this slate of officers for approval at the 12/13/21 Board meeting. Please contact me or the other NC members if you have questions or comments. And thanks to the nominees for agreeing to take on these responsibilities!

Respectfully submitted,

*Bob Anderson*

*11/20/21*

## ATTACHMENT 6

### Amendment to Accommodate Having 8 Voting Directors in 2022

#### **4.2 Number and Qualifications**

The Board shall consist of no fewer than eight (8), and no more than fifteen (15) directors, of which no more than two may be non-members of Wider Horizons. It is desirable that the Board be comprised of a diverse membership that reflects the population of the service area in Central Seattle with respect to gender, sexual orientation, race, and income among other factors.

#### **4.3 Term**

Unless a Director resigns or is removed in accordance with these Bylaws, each Director (other than the ex officio Executive Director) shall serve a three-year term. After two (2) terms, a Director must sit out for at least one year before standing for election. **If the President's second term ends at the conclusion of 6 years, that person's term will be extended one year to enable the role of Past President.**

#### **5.4 Immediate Past President**

The Immediate Past President shall serve as a director and a member of the Executive Committee to support and consult with the new President for one year. They will attend Board meetings and may serve on committees. **They will have the same voting privileges as other directors.**

### Rationale for Deferring Consideration of Adding Board Members Now

At the September Board meeting the following motion was approved after discussion about the size of the Board given the early departures of Board members:

*A motion was made and approved to adopt the 8 work items as proposed by Ann Lawrence with an amendment to revisit the number of Board members at the end of the 1st quarter of 2022.*

Concern was raised at the November Board meeting about waiting until next year to add members to the Board. I offer the following rationale for waiting until next spring to consider additions:

1. We lack adequate time to conduct an appropriate process with the Board and members, as well as possible non-member Board members.
2. There is good work to be done to complete our deliberations on Board culture, responsibilities, and purpose plus organizational goals before we have the clarity to know what our work is ahead and who could best help with that work.
3. We should begin formulating a process for recruitment right in the first quarter of 2022 so that we are ready to launch outreach to members and non-members (that's an area we haven't explored at all yet) when we have completed our preparatory planning.
4. This process will take a while to be done well including inviting some candidates to attend a Board meeting so they could get a feel for the work.

Income	Budget Category	Proposed 2022	Notes	Proj 2021
	Donations	\$60,000	includes business & churches	\$60,000
	Member Dues	\$50,000	assumes 6 new members (net)	\$47,700
	Other Program Revenue	\$8,500	members paying for personal assistant svcs.	\$4,014
<b>Total Income</b>		<b>\$118,500</b>		<b>\$111,714</b>
<b>Expense</b>				
	Communications	\$2,500	Denise modem for full year	\$2,079
	Dues & memberships	\$600	Village to Village Network membership, e.g.	\$550
	Event-related expenses	\$3,500	venue rental and event supplies (scripts, yarn)	\$325
	Grants & contributions	\$700	donations to other non-profits	\$675
	Insurance	\$1,800		\$1,703
	IT expenses	\$5,500		\$5,365
	Licenses, fees, taxes	\$250		\$200
	Meals & entertainment	\$650		\$430
	Member support purchases			
	Goods & services	\$8,500	e.g., personal assistant and other miscellaneous items	\$2,481
	Office expense	\$750	2021 included Denise computer equipment	\$4,500
	Payroll expense			
	Salary	\$55,000	increase ED salary to accommodate new overtime regs	\$55,000
	Benefits	\$7,094		\$6,675
	Printing & reproduction	\$3,000	Housing Options Handbook	\$150
	Professional services	\$20,000	accounting, exec. coaching, succession planning, & 1-time member professional consultants	\$11,788
	Publications & Subscriptions	\$300		\$230
	Travel, local	\$250		\$40
<b>Total Expense</b>		<b>\$110,394</b>		<b>\$92,191</b>
<b>Net Income</b>		<b>\$8,106</b>		<b>\$19,523</b>
	Planned Giving Fund	\$25,000	none budgeted in this base budget	\$70,000
Detail for Professional Services: Accounting, \$4,500; Executive coach, \$3,000; Succession planning, \$5,000; other (OT, SW, Care Management), \$7,500				

## ATTACHMENT 8

### Motion for Board consideration:

The Wider Horizons Board hereby gives the Executive Director authority to fund the Social Work Program, the Social Activities Coordinator, and the Long-Term Personal Care Planning Program, totaling up to \$30,440 in 2022, from the Planning Giving Fund.

**Background:** The Finance Committee recommends funding the following proposals through the Planned Giving Fund:

Social Work Program	\$19,200
Social Activities Coordinator	\$ 6,240
Long-Term Personal Care Planning Program	\$ 5,000
<b>Total</b>	<b>\$30,440</b>

## **ATTACHMENT 8b – Planned Giving Fund Proposals**

### **Social Work Program Submitted by Nancy Hooyman and Sue Lerner**

#### 1. Purpose

As members age in place, their needs for emotional support and instrumental assistance with navigating social services and health care systems increase. Currently, members, along with the Executive Director, are acting as health advocates, volunteering with meals and household tasks, and offering emotional support. However, the homebound members' needs are so great in some instances that such intermittent informal assistance cannot be sustained. WH volunteers are more than willing to provide short-term support, but it is unrealistic for them to meet complex and frequent demands for intensive assistance over time. Some volunteers are averaging over 5 hours a week providing various types of support.

A social work program, staffed by a MSW graduate, will offer up to 10 hours a week of short-term counseling, problem-solving consultation and bimonthly virtual support groups for members who are homebound, dealing with unwanted life changes, and/or socially isolated. Trusted by members, the social worker will also coordinate volunteer's activities. Additionally, when the members' needs exceed the expertise, availability and willingness of the social worker as well as the volunteers, the social worker will help connect members with relevant community service providers. In sum, the social worker will be a more "consistent presence" than volunteers can provide.

The social worker will consult with those in similar positions with other Villages nationally as well as with exemplary community-based social workers performing similar functions in Seattle, such as Caren Mack at the Greenwood Senior Center. Over time, the social worker will help build a sustainable, cost-effective Wider Horizons social work program.

#### 2. Estimated cost

An MSW level social worker will be paid \$35 to \$40 an hour and will bill Wider Horizons only for hours worked for a maximum of 10 hours a week. Because it is part-time, there are not benefits. Assuming the social worker worked 10 hours a week at \$40 an hour, the annual cost would be \$19,200.

#### 3. Time frame for proposed expenditures for a new purpose (e.g., when will the expenditure begin or be completed)

A social worker will be hired for up to 10 hours a week by the end of January 2022 and continue until December 31; at that time, the effectiveness of the program will be evaluated to determine whether and how to continue it in 2023. (See outcome measures under #5).

4. Details of selection, supervision, management, etc., that the Board would need to know to decide about this expenditure

Retired social workers and other human service professionals within the Wider Horizons community will be involved in the selection and supervision of the social worker, using a consultancy model for supervision and management. One of the retired social workers will be the supervisory lead who will respond to day-to-day questions or problems.

5. The outcome

Outcome measures to determine program effectiveness:

Six months and 12 months:

- Number of WH members who utilize the social work services (individual and group)
- Extent to which WH members are satisfied with the usefulness and responsiveness of the social work services
- Reduction in number and intensity of requests for assistance from volunteers
- Reduction in number and intensity of requests for assistance from the Executive Director.

Ongoing:

- Extent to which WH members who are homebound or dealing with major unwanted life changes perceive improvements in the quality of life
- Reduction in feelings of social isolation among members who utilize the social work services

Other outcome measures will be added as needed.

### **Social Activities Coordinator**

#### **Submitted by Chris Morris and Sandra Wheeler**

1. Purpose: Develop new, mostly face-to-face ongoing/repeating social activities and do the outreach to connect members with those that interest them. Below are some of the activities that could be initiated and sustained with a combination of the Coordinator's and Members' attention and energy.

Rationale: Pursuant to COVID isolation, some of our members—especially those that do not prefer Zoom events—have seen their social life go to nearly zero. They report experiencing negative physical and psychological consequences related to this isolation and long for face to face social events. It is expected that the diversity of such events will be greater than it was pre-COVID—in part because we have a number of new members who presumably have diverse interests.

2. Estimated cost: \$30/hour for 6-8 hours/week for six months: = \$6,240
3. Time frame for proposed expenditures for a new purpose (e.g., when will the expenditure begin or be completed): March – September 2022 (could be extended)

4. Details of selection, supervision, management, etc., that the Board would need to know to make a decision about this expenditure

An interested group of members will interview candidates the the ED has recruited via local media and select one. This person will be a contractor, paid an hourly wage and responsible for their own taxes, etc. He or she will be supervised by Denise and report regularly to a new Social Activities Committee.

5. The outcome: More sustained engagement that may lead to more friendships

The evaluation of whether this has been successful will be done by the Social Activities Committee and consider such variables as:

- Total number of participants and how often they participate
- Total number of new activities

- 
1. Group shopping
  2. Luncheons
  3. Dinner parties
  4. Women's coffee hours
  5. Game afternoon/evening
  6. Chess
  7. Bridge
  8. Opera
  9. Theater
  10. Music events

### **Long Term Personal Care Planning Program Submitted by Bob Anderson**

1. **Purpose** – To provide a professional resource to members who wish to develop a plan for their changing needs as they age. Senior caregiving needs will often arise quickly, after a sudden diagnosis for an age-related illness, a fall, or an incident that showcases memory loss. 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 Long Term Personal Care Planning Program (PCP) 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 in a care facility.

2. **Estimated cost** – Services would be paid on an hourly or service package basis at the rate of \$40 per hour up to \$5,000.

3. **Time frame** – Beginning in April, 2022. This would be a pilot program to be evaluated at the end of the year to determine its value and demand for continuation.

4. **Details of selection, supervision, management**

This contract and selection of a service provider (could be a social worker, professional care planner, geriatric care manager, nurse, etc.) would be coordinated by the ED in collaboration with selected health care professionals from the WH membership. Steps in the process:

- January - Task Force appointed by the board and ED to determine scope of services and process for member engagement. Consideration given to work already in place on Housing Options and Serious Health Incidents Handbook to avoid duplication of efforts.
- February – Requests for proposals sent to selected service providers
- March – Service Provider selected by ED. Program developed and publicized to membership
- April – Forums held to educate members; selected members (approx. 12 for the year) begin to receive services
- May to November – Member Long Term Personal Care Plans developed
- December – Program results analyzed and evaluated. Decision made whether to continue program in 2023.

5. **Outcome** – Through this pilot program approximately 12 members (10 hours per member) will receive services to assist them in planning for their future needs. If the program is successful in terms of measures developed at the beginning of the program (member satisfaction, cost effectiveness, appeal to donors and funding sources, relief for Ed workload, etc.) then a second year of funding to hopefully expand the program will be included in the 2023 budget.

6. **Future Potential** – If this program became a significant dimension of the Wider Horizons goal to assist members to age successfully, it could lead to a part time position that would include coordinating education and services around the Health Advocacy and Housing Options Handbooks, responding to specialized needs of members, and mobilizing volunteers for the range of services needed by members, especially those who are more isolated. Reporting to the ED, this position could attract grant funds and would certainly be aligned with the Planned Giving Fund. Having a service like this could be an attractive feature for prospective members. Thus it could be the catalyst for the ED to have additional help to support members, attract funding and stimulate member growth.

<b>ATTACHMENT 9</b>					
<b>PLANNED GIVING FUND STATUS - 12.3.2021</b>					
\$ 5,000		Debbie Ward			
\$ 25,000		Anonymous			
\$ 25,000		Charles Heaney			
\$ 10,000		Midge Chadsey			
\$ 5,000		Pat Siggs			
<b>\$ 70,000</b>		<b>TOTAL</b>			

**WIDER HORIZONS GOALS: 2022-2024**

**December 13, 2021**

**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.**

**Goal 2. For our organization:**

**Nurture a responsive and dynamic organization that will be sustained over time.**

**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.**

WH Goals Revision - December 13, 2021 <b>WIDER HORIZONS GOALS 2022-2024</b>	
<b>Goal 1. For ourselves as members:</b> <b>Support our members to age successfully and safely with as much independence, choice, and sense of well-being as possible</b>	
	Supporting Activity
1	A. Continue to provide the broad spectrum of individual support services and shared social and cultural activities that are integral to the organization’s ongoing success
1	B. To help members determine what their housing needs are as they age, and to prepare them for a) adaptations within their own homes or b) a move to other housing alternatives that would address their changing needs.
1	C. Help members prevent falls and injuries by conducting home safety checks and making recommended changes in their homes.
1	D. Help members prepare for serious health events and other life changes <ol style="list-style-type: none"> <li>1. Offer group presentations</li> <li>2. Offer individual consultations</li> </ol>
1	E. Support members who are isolated or homebound
<b>Goal 2. For our organization:</b> <b>Nurture a responsive and dynamic organization that will be sustained over time.</b>	
<u>MEMBERSHIP</u>	
	Supporting Activity
2	A. Encourage diversification: age, race, gender identity, sexual orientation, income
2	B. Achieve member growth targets set by the board and maintain an effective orientation process for new members.

ATTACHMENT 11

2	C. Develop and communicate opportunities for engagement of members <ol style="list-style-type: none"> <li>1. Affinity groups</li> <li>2. Board committees and task forces</li> <li>3. Member generated activities</li> </ol>
2	D. Periodically assess member satisfaction
2	E. Utilize multiple channels of communication <ol style="list-style-type: none"> <li>1. Telephone Tree</li> <li>2. Monday Morning Memo</li> <li>3. Zoom calls</li> <li>4. Newsletter</li> <li>5. Membership meetings</li> <li>6. PODS</li> <li>7. Affinity Groups</li> <li>8. Website</li> <li>9. Listserve</li> </ol>
<u>FINANCE</u>	
	Supporting Activity
2	F. Maintain a sustainable, stable financial foundation. <ol style="list-style-type: none"> <li>1. Regular reports to Board</li> <li>2. Assessment of cost/risk/feasibility of ongoing and proposed WH activities</li> </ol>
2	G. Develop 3-6 months of operating expense reserve
2	H. Maintain active fundraising program <ol style="list-style-type: none"> <li>1. Conduct annual solicitations</li> <li>2. Achieve fundraising goals</li> <li>3. Develop planned giving fund to support WH and its members</li> <li>4. Seek grant opportunities appropriate for WH</li> </ol>
<u>GOVERNANCE</u>	
	Supporting Activity
2	I. Develop appropriate model of governance for the Board
2	J. Create and implement an ongoing board development plan

ATTACHMENT 11

2	K. Develop a long-term leadership plan for Wider Horizons board and ED
2	L. Define roles and responsibilities of board committees to promote optimum performance
2	M. Improve communications among members, board and staff
<b>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.</b>	
	Supporting Activity
3	A. Seek opportunities for joint activities with other organizations in support of WH mission and Village concept.
3	B. Share WH resources with greater community to promote a model that works.
3	C. Publicize our events, successes and outcomes in articles and media to give us a wider presence and increase visibility,