

ATTACHMENT 1

<p>DRAFT AGENDA Wider Horizons Board of Directors Monday, July 18, 2022</p>		<p>11:30 am - 2:00 pm Zoom Link: https://us02web.zoom.us/j/84518996721?pwd=VOZZTnBBVVNFNmFLeXZvYXVxVnZKZz09</p>	
<p>DRAFT AGENDA</p>		<p>Facilitator: Debbie Ward</p>	
Time	Item	Presenter	Outcome
11:30	President’s Report	Nancy Hooyman	Grounding & inspiration
11:35	<p>Consent Agenda [need motion to accept all of these without discussion]:</p> <ul style="list-style-type: none"> • Agenda (Att. 1) • Minutes of the 5.16.22 Board Meeting (Att. 2) • Executive Director’s Report (Att. 3) • Life Plan Program Update (Att. 4a) • Fundraising Report (Att. 4b) 	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	Roles & Responsibilities Discussion (Atts. 5a-5e)	Jeanne Marie Thomas	Board will adopt the roles described in charts 5b and 5c after understanding areas of role ambiguity. They will also adopt two new norms related to roles.
12:30	B R E A K		We have the strength to go on
12:45	Continue Roles & Responsibilities Discussion to its conclusion	Jeanne Marie Thomas	
1:40	Member Input	All	Acknowledge member input
1:50	Acknowledge contributions to the success of this Board meeting	All	Closure and evaluation
2:00	Adjourn		

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, August 8, 2022 - 11:30 am to 2:00 pm – likely on Zoom

ATTACHMENT 2

***DRAFT Minutes
Wider Horizons Board of Directors
Facilitator: Debbie Ward***

**Monday, May 13, 2022
11:30 – 2:00
Russian Community Center**

Item (times are not given because we moved agenda items around to accommodate late arrivals)

President’s Report, Nancy Hooyman

- Nancy delivered an inspiring and well-prepared message about institutional and internalized ageism and invited members to share their experiences, positive or negative, with ageism. The discussion was stimulating and we will be sending Nancy’s message out attached to the next Monday Memo. It is also attached here. One Director commented that if we want to attract younger members, we should review our program offerings with that in mind. Another suggested we profile people whose lives exemplify energetic commitments and positive outlooks about aging. We may want to have an all-member discussion of one or more of the questions Nancy asked. And a newsletter piece might also be in order.
- Nancy provided an update on [Executive] Leadership Coaching. The approach will be developed after we’ve completed work on Roles and Responsibilities and will be comprehensive in terms of covering both the ED and the Board leadership and performance. Then Succession Planning will follow after that.

Consent Agenda

The “Consent Agenda” was accepted unanimously.

Discuss Report from the Roles and Responsibilities Task Force, Jeanne Marie Thomas

Jeanne Marie began by asking Board members to identify all the groups whose roles come into play in our organization. It was a very long list (attached). Then the group pondered the question, “how is our membership organization different from a traditional non-profit” in ways that could affect how roles and responsibilities are assigned and carried out. After that a robust discussion ensued and Board members shared examples of how clarifying roles would have helped a process happen more efficiently and happily. Someone observed that there is tension between how much each member/Board members wants to do their own thing and how much they want the ED to do.

In some cases, especially with task forces and committees, the sharing of roles between the ED and the Committee Chair happens pretty easily and organically, but that evolves over time and with experience working together. There will be numerous instances where roles specific to a given circumstance or occasion will need to be discussed and negotiated.

B R E A K

Life Plan Program Update, Bob Anderson

Bob shared a graphic that describes the revised process. After a very generative discussion at its last meeting, the Task Force decided to take a step back and first listen to more member input. He gave

some examples of how members had responded by email and phone tree. Then a research component was added, to be undertaken by consultant Chris Hurley. It will encompass a literature review and a scan of what other villages are doing in the life planning arena. Only after these phases are complete will we decide on an approach and a program to implement it. This will likely happen in the fall. Ann offered that Barbara Wechsler may be willing to do a seminar for us on both estate planning and other important legal paperwork that many of our members want to put in place.

Report on Member Conversation Gatherings, Ann Lawrence

Ann reported that these gatherings will happen in the late summer/early fall. One will be at her home and one at Debbie’s home. Both will be facilitated by Debbie. If possible, Board members need to come to one or both of these to listen. Lightly structured and facilitated, they will emphasize whatever members want to talk about. Socializing can occur out of doors, with the conversation circle, indoors. It was decided that we will also offer one Zoom session to capture people who wouldn’t be able to attend an in-person gathering.

Other Business

- The June meeting will be in-person since we want to have an in-depth discussion of roles and responsibilities. August may be either remote or in-person. John Rochford reported on a new potential high-tech meeting space at The Memory Hub, which would allow for hybrid meetings. This is a UW program located near the Frye and the Murano residence. Murano has some valet parking
- Jeanne Marie reported that an ED salary survey of other villages is underway. This will not only result in a fair, phased, adjustment to our current ED’s salary, but will prepare us for succession when our ED salary should be market rate. A phase-in will help us make sure we can afford an ED paid at that rate.
- Bob reported on the Tribute giving program. More than \$7,800 has been raised. It’s very popular. He mentioned that Nancy Robb had given a Tribute gift honoring her deceased parents.

Acknowledge contributions to the success of this meeting

There were many appreciations and acknowledgments. Members felt it had been a very good meeting.

2:00 pm | **Adjourn**

Attended: Susan Adler, Bob Anderson, Nancy Hooyman, Ann Lawrence, Nancy Robb, Jeanne Marie Thomas

Excused: Denise Lishner

Facilitator: Debbie Ward

Staff: Denise Klein

Next Meeting: Monday, June 13, 2022 - 11:30 am to 2:00 pm, likely at the Russian Community Center

List of all groups whose roles come into play in our organization:

1. Members
2. Board members
3. Committee and task force chairs
4. Committee members and task force participants
5. Conveners
6. Website manager
7. Volunteers
8. Newsletter committee
9. Our facilitator Debbie Ward
10. Board officers
11. Our contractors (Personal Assistant and SW; bookkeeper; accountant)
12. Actual or potential grantors
13. Colleagues/allies
14. Forum presenters
15. Donors
16. Sponsors
17. Hosts

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. More and more activity is occurring. Some of it is pursuant to our recent survey of members; most is bubbling up organically. Members are taking varying amounts of leadership and using varying amounts of my time and skills, as usual.
- b. New members are attending many of these as well as our groups.
- c. Our Bridge Group has reorganized under the leadership of **Chris Morris** and **Sandra Wheeler** and will be gathering for the first time in June.
- d. Our social worker, Janet Salsbury has implemented regular Zoom and phone office hours and these are publicized in the Monday Morning Memo. A Solo Aging Group facilitated by her begins in June and will meet in-person at Janet's home in NE Seattle.
- e. The phone tree was "triggered" for the 39th time in early July.
- f. Our May Newsletter was distributed at the end of May and has gotten many kudos. We used a contractor but concluded it was better not to (less time-consuming for Denise, which results in prompter distribution).

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

- a. We are at 109 members, with several people in the "active pipeline."
- b. Our financials continue to be robust, with annual membership dues renewal flowing in as of May/June. Total funds raised to date are \$33,000 which includes both Tribute and Spring campaign gifts as well as a few others.
- c. We are significantly underspending our 2022 Budget and will probably have considerably more net revenue than the \$8,100 anticipated in the 2022 Adopted Budget.
- d. An Executive Director salary survey is nearly finished and will be presented to the Finance Committee at its July meeting and to the full Board, along with a recommendation, in August.
- e. 3 all-member conversations have been scheduled for the end of August and registrations for them appears to be pretty robust. Two are at members' homes and one is on Zoom. All are at 4 pm on different days of the week to offer as many options as possible. Board members are expected to attend at least one of these. **Debbie Ward** will facilitate.
- f. The Roles and Responsibilities Task Force, under the leadership of **Jeanne Marie Thomas**, has likely completed its work and you are considering its recommendations on July 18.
- e. **Denise Klein** and **Caroline Cumming** (Folio's Executive Director) have completed their proposal regarding "2 for 1 memberships." It is attached.

- f. The Housing Options Handbook is being widely distributed in both a hard copy (to members, prospective members, and donors) and a print-on-demand version available to anyone. We will be publicizing the latter option. The response continues to be overwhelmingly positive! The Task Force got together for a celebratory luncheon at **Marge Lepley's** home.

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 Klein** met with members of the Whidbey Island village to discuss health advocacy in early June.
- b. **Denise Klein, Bob Anderson, Jeanne Marie Thomas,** and Chris Hurley (who is consulting with us on the Life Plan Program) attended a Zoom session with Queen Anne's@Home and many other villages to talk about QA@H's Life Plan Program. An update is provided as Attachment



Wider Horizons is very excited to announce its new partnership with **Folio: The Seattle Athenaeum** (www.folioseattle.org). Located in the heart of the Pike Place Market community at 1st Ave and Pike Street, Folio is an independent membership library that provides access to circulating collections as well as a home for reading, writing, dialogue and learning.

This library model was inspired by the country's earliest libraries, often called athenaeums. As with so many other community institutions, we have local journalist and civic adventurer David Brewster to thank for Folio in particular, and Benjamin Franklin for the idea in general.

As a result of our collaboration with Folio, those joining *Wider Horizons* will be offered a substantial dues reduction (\$150 for single and household members) if they elect to also become a Folio member. Beginning January 1, 2023, those renewing their *Wider Horizons* membership will receive the same reduction if they are a member of Folio.

As well as access to many excellent volumes, other benefits of this partnership for our members are the opportunity to hold small group meetings at Folio and to attend their stimulating community events online and in person at free and reduced rates. For those of us who have small apartments or share housing with others, just the opportunity to read, write, or study in the peaceful Folio environment is a delight. We are so pleased to offer this "two for one" benefit!

A complete list of Folio member benefits can be found at <https://www.folioseattle.org/membership> Here are some of those benefits:

Folio INDIVIDUAL MEMBER BENEFITS \$150

- Folio reading and work rooms with free high-speed WiFi.
- A curated lending library of fine books and rare first editions.
- Member reading and discussion groups special events.
- Discount on Folio room and library rentals.
- Intimate author and speaker receptions.
- Curated book sales throughout the year.
- 10% in-store discount on books at partner bookstores, Elliott Bay, University Bookstore and Third Place Books.
- Discounts on partner bookstore sponsored event tickets.
- Reduced membership rate in *Wider Horizons*, a virtual village to help people age gracefully in community: www.widerhorizonsvillage.org

We are still negotiating with QA@Home to purchase the digital and print versions of their two products: the Senior Navigation Action Plan (SNAP) and their member engagement workshop entitled Ready or Not that facilitates each member developing their own personalized plan.

It turns out that QA@Home is not a free-standing non-profit, but, rather, has a parent agency and that agency needs to sign off on the deal.

We are still hoping to launch the program this fall.

Bob Anderson, Denise Klein and Jeanne Marie Thomas attended a webinar hosted by a Village in Maryland, Queen Anne's at Home. QA@Home has a well-developed life planning program that was very impressive to us. We believe there is high potential for us to adapt the QA@H program for Wider Horizons members—thus streamlining the development process we had envisioned.

Denise Klein is negotiating with QA@Home to purchase the digital and print versions of their two products: the Senior Navigation Action Plan (SNAP) and their member engagement workshop entitled Ready or Not that facilitates each member developing their own personalized plan. The former has some similarities to our red file but goes further and provides quite a few useful forms. The latter has discussion modules that get at larger life planning questions.

The QA@Home lead volunteer (this is an all-volunteer village), Margan Glover, presented Denise's proposal to her Board of Directors on June 6. They responded favorably to our proposal, but are deliberating about the cost (we proposed \$750 and they want to make a counter offer) as well as seeking legal advice for a licensing agreement so that it's clear what's being sold and how it can be used.

We hope to have their materials transferred to Denise within a few weeks when she will begin adapting them for our use in collaboration with our consultant, Chris Hurley.

The Task Force will be engaged in the reviewing materials and advising on the roll out process for members.

We are aiming for the fall for the program launch. This all seems very fortuitous and hopefully will be a valuable resource for our members.

ATTACHMENT 4b

Fundraising Report to the Board - July, 2022

The 2022 Spring Fundraising Campaign yielded \$4,500 in donations. This, in addition to other General Fund gifts received during the first six months of 2022, makes the total raised \$33,000.

Our budgeted goal for 2022 is \$60,000. We feel we can generate the remaining \$27,000 from a combination of the fall campaign, tribute, and other gifts.

We will continue to develop our Planned Giving Program through estate gifts and bequests. The total of PGF gifts received to date is \$95,000.

Bob Anderson – 7/10/22

ATTACHMENT 5a: Roles & Responsibilities Discussion Cover Memo

Dear Colleagues,

I hope you are looking forward to our discussion of Roles and Responsibilities. We are devoting about 110 minutes to this.

I want to provide you with some context and an idea of how the discussion will flow. Please review all the documents on your own so that we can focus the Board discussion on areas that need clarification.

Denise and I will use scenarios to explore the material. Once finished, we should be able to answer these questions as a group:

1. How does the Board as a whole ensure that our programs adhere to the organization's overall vision and mission?
2. After executing the Board role, how should a program proceed from policy to implementation? What roles do the Board as a whole, individual Board members, Task Force members, and the ED play?

By the time we finish, we will hopefully be in synch on the answers.

Our goal will be to complete the discussion in June, although we can revisit this in another meeting if needed. Through time, we will be naturally reinforcing our roles as we do our work together.

See you soon, Jeanne Marie

	Strategy and Policy	Procedures, Implementation, and Operations
<p>Adopting and Implementing Strategy and Policy</p>	<p>Responsibilities are shared by the Board and Executive Director (ED).</p> <p>The Board, the ED, or a member may propose strategies or policies. Then the Board deliberates and adopts.</p> <p>When the Board adopts a policy, it should do so after consultation with the ED.</p> <p>Once adopted, the strategy/policy guides or governs universally (wherever applicable).</p> <p>Board members acting as individuals can ask questions or express opinions to task force and committee chairs. It is still the responsibility of the appropriate chair to determine what to present to the Board and how to proceed.</p>	<p>The ED manages all aspects of procedures, implementation and operations. They may seek consultation from the Board, members, or elsewhere. If the Board adopts procedures, the ED still implements them.</p> <p>The ED may request/receive help from members and Board members in carrying out operational tasks (e.g., shopping, food preparation, mailing thank you letters). When they do, the ED has delegated areas for which they remain largely responsible.</p>
<p>Hiring and Managing Staff, Consultants, and Contractors</p>	<p>The Board hires the ED, sets goals for their work, in consultation with them, and conducts periodic ED evaluations.</p> <p>The Board may choose to select and direct a consultant with respect to policy or strategy issues.</p>	<p>The ED is responsible for all aspects of hiring, direction, and supervision of staff, contractors, and vendors. The ED may consult with Board members and others and even delegate tasks to them. An exception would be if the Board chose to engage a consultant to help them directly, in which case, they would be responsible for the selection and management (although the ED would ensure the person was paid).</p>
<p>Financial Management</p>	<p>The Board is legally required to adopt the annual budget and provide ongoing fiduciary oversight. The adoption of the annual budget allocates resources to categories of expenditures.</p>	<p>The Treasurer is responsible for reporting and report format. As chair of the Finance Committee, they may consult with its members.</p> <p>The ED operationalizes the budget by making and approving expenditures (both types and amounts) within current budgetary allocations.</p> <p>The ED is responsible for filing all legally required documents and for ensuring the insurance policies are adequate and up-to-date.</p>
<p>Board Agendas, Assignments, and Workload</p> <p>Board Evaluation</p>	<p>The President of the Board oversees agenda development and assigns and manages Board workload. The President arbitrates disagreements over roles if needed.</p> <p>The Board, in consultation with the ED, provides periodic Board evaluations.</p>	<p>The ED supports all aspects of implementation, such as writing minutes, and distributing materials.</p>

	Initiating	Planning, Implementing, Evaluating
<p>Establishing new programs</p> <p><i>Definition: A program is a planned effort that requires allocating significant resources to achieve a specific goals.</i></p>	<p>Ideas for new programs may come from members, Board members, or the Executive Director (ED).</p> <p>The Board adopts new program areas/concepts, generally using a task force to make programmatic recommendations first. The Board ensures that the program is congruent with <i>Wider Horizons'</i> mission, purpose, vision and values, and that resources are sufficient to implement the program.</p> <p>The Board and/or a task force may propose policies to govern the operation of a program; The Board as a whole will adopt these policies. The ED will develop procedures consistent with these policies.</p>	<p>The ED implements the new program. They may request help from a Board member as an individual, from a group of Board members as individuals, or from members. This is particularly the case when the individuals have special expertise.</p> <p>The ED designs and manages all aspects of implementing a program. This includes identifying what tasks need to be accomplished and managing every step of achieving the program goals.</p> <p>The ED will carry out evaluation of programs. The Board as a whole or a task force may suggest evaluation approaches or measures. The ED will report the results of evaluations to the Board.</p>
<p>Activities</p> <p><i>Definition: These may be one-time or ongoing interest, activity, or other groups open to all Wider Horizons members</i></p>	<p>Members or the ED may initiate activities.</p> <p>Occasionally, the Board as a whole may adopt a new activity. Typically, this is a one-time event, or an event limited to Board members only such as parties.</p>	<p>Members or the ED may plan and implement activities.</p> <p>Typically, for activities open to all members, there is a collaboration in planning and implementing that includes the ED.</p> <p>The ED and Board members often jointly implement Board-initiated events.</p>
<p>Services</p> <p><i>Definition: Members may request any kind of help from each other or from a volunteer. Examples include rides to the doctor, minor home repairs, meals after a hospital stay.</i></p>		<p>The ED is typically responsible for arranging for the fulfillment of services requests. Members may also contact each other directly to make requests (e.g., rides or errands). In all cases, members are free to accept or decline a request.</p> <p>If the ED is unavailable (during a vacation or if ill, for example), they will designate someone to handle service requests during their absence.</p>

<p>Supports <i>Definition: These are tangible supports that require financial expenditures, such as the purchase of equipment or supplies.</i></p>	<p>Anyone may request supports for a member, including the member themselves.</p> <p>The Board allocates financial resources for member supports.</p>	<p>Within the budget framework established by the Board, the ED manages all aspects of decisions about allocating specific amounts, and arranging for supports for members. The ED may request help from other members.</p>
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	Board of Directors as a whole	Executive Director	Board President	Task Force & Committee Chairs	Members	Board of Directors as Individuals
Board of Directors as a whole	Gray	Maroon	Green	Yellow	Green	Yellow
Executive Director	Maroon	Gray	Yellow	Blue	Blue	Maroon
Board President	Green	Yellow	Gray	Yellow	Green	Yellow
Task Force & Committee Chairs	Yellow	Blue	Maroon	Gray	Green	Yellow
Members	Green	Blue	Green	Green	Gray	Yellow
Board of Directors as Individuals	Yellow	Maroon	Yellow	Yellow	Yellow	Gray

The chart above is Intended to show where and how role ambiguity (where roles are not well-defined) or role conflicts may occur. If we understand these areas, we are more likely to a) clearly define them, and b) be prepared to negotiate, troubleshoot, etc.

Board of Directors means the Board as a whole. Individual Board members need to be clear that unless they are coordinating with the full Board, they are simply individuals, and, as such, may ask questions or provide opinions, but their authority does not govern such interactions (for example, with the ED).

- Maroon** Areas where role ambiguity or conflict are most likely to occur
- Yellow** Areas where Board or individual Board members need to be careful
- Blue** Areas where Members and ED need to understand roles and, perhaps, negotiate with each other so roles are clear
- Green** Areas where it is unlikely that real role ambiguity or conflict will occur
- Gray** Null (duplicate) or already covered

Engage in your Board role

Arrive on time and avoid distractions when on Zoom.

Read all materials for understanding.

Ask clarifying questions before the meetings.

Get a briefing if you miss a meeting.

Reach out to Village members regularly to listen to their needs and interests to influence your Board decision making.

Acknowledge each other

Listen deeply.

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

Be open to opinions that differ from yours.

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

Stay in Your Lane

Make suggestions about approach or content, but don't tell another Board member who is in a leadership role how to do their work.

Speak intentionally

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

Voice dissent during, rather than outside of, meetings.

Raise interpersonal complaints directly with those involved and get assistance in doing so if needed.

Keep content of executive sessions confidential.

Promote positive results

Carefully identify problems and present potential solutions.

Don't represent other people. Each person can speak for themselves.

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

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