

ATTACHMENT 1

<p>DRAFT AGENDA Wider Horizons Board of Directors Monday, March 13, 2023</p>		<p>10:30 am – 1:00 pm The Memory Hub 1021 Columbia St Parking at The Murano, 620 Terry Ave</p>	
<p>DRAFT AGENDA</p>		<p>Facilitator: Debbie Ward</p>	
Time	Item	Presenter	Outcome
10:30	President’s Report	Nancy Hooyman	Grounding & inspiration
10:35	<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 2.13.23 Board Meeting (Att. 2) • Executive Director’s Report (Att. 3) • Draft Bylaws Change(s) – Second Reading (Att. 4) 	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.
10:45	Cover Memo: Strategic Retreat Prep (Att. 5a) Cultural Norms (Att. 5b)	Jeanne Marie	We reach consensus about our cultural norms/secret sauce.
11:15	B R E A K		We have the strength to go on.
11:25	Assignment: Strategic Questions (Att. 6)	Jeanne Marie	After presentation and discussion of a list of proposed strategic questions, we build our collective understanding and identify those we think are most important to explore at the May Board retreat.
12:25	Status Report on Life Plan Program	Denise K.	Bd. Members are updated on the evaluation of the pilot program and future plans.
12:35	New Business	All	
12:45	Member Input	All	
1:00	Adjourn	Nancy	

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

Next Meeting: Board Retreat, Monday, May 8, 2023 - 10:00 am at the Memory Hub

ATTACHMENT 2

D R A F T Minutes
Wider Horizons Board of Directors
Facilitator: Debbie Ward

Monday, February 13, 2023
10:30 – 1:00

President's Report, Nancy Hooyman

Nancy addressed two topics in her remarks:

1. She congratulated Denise Klein on being nominated for an *Inspire Positive Aging* award and noted that this brought Denise's career full circle since that program had been established during her tenure at Senior Services (now Sound Generations) as CEO. We hope to have several tables at the June 8th event.
2. Civic engagement, a central element of positive aging recognized by the award, prompted Nancy to reflect on all the different ways WH members are civically engaged. The Board retreat is an occasion for us to spend time discussing whether we want to give greater emphasis in the future to civic engagement and social justice. We will ask the strategic question, "is it appropriate for WH to facilitate member-driven civic engagement projects...and, if so, what are strategies that might be used?"

Consent Agenda

The "Consent Agenda" was accepted unanimously.

Discussion of *Wider Horizons* Roles and Responsibilities, Jeanne Marie

In order to illustrate some issues related to roles and responsibilities, Jeanne Marie invited Denise Lishner to share her experience of how her role as the Chair of the Housing Options Task Force was not respected and how she handled the discussion about who was responsible for Handbook dissemination. Denise wrote an email after the meeting since she was unable to respond during the meeting without first taking time to process the recommendation that dissemination be delegated to the Membership Committee, even though the Handbook Options Task Force had already scheduled a meeting to brainstorm this. She got very positive responses from Board members once they understood how she felt about having her role usurped. Leadership was returned to her and to the Task Force and they went on to successfully market the *Handbook on Housing Options*. This discussion highlighted the concept of "staying in one's own lane" as central to an effective division of roles and responsibilities for Wider Horizons.

Barb Oswald suggested that people could be asked at the end of the Board meeting simply to report on their level of comfort.

Susan Adler mentioned that the ED evaluation in 2021 was an example of how respecting the division of responsibility between the Board and the ED could go awry.

Bob called attention to the seemingly deliberate use of the word "still" in two places to emphasize 1) the committee/task force chair's role prominence, and 2) the ED's role prominence with respect to implementing procedures. After discussion, it was determined that although the R & R charts are "works in process," that word "still" would be retained. However, one of the sentences about

managing staff, consultants and contractors would be changed and the word “even delegate” changed to read, “The ED may...request that Board members perform tasks to help them in their ED role.”

In response to discussion about how, from Denise Klein’s perspective, task forces and committees sometimes become confused between their role and hers, Jeanne Marie stated that we can be more careful as we set up task forces to outline their purpose, discuss when they should sunset, and channel policy toward the Board and implementation toward the ED.

Audrey asked about Member-Led Groups (like activity groups) and how they fit. Jeanne Marie will work on this.

Having done the roles and responsibilities work, and done it so thoroughly, will make it much easier in future for all of us to “stay in our lanes.”

Status Report on the Life Plan Program, Denise Klein

Denise summarized the evaluation underway of the recently-completed 4-session pilot with single members and what is anticipated for the future with couples. Barbara Oswald and Denise Lishner gave their personal reflections on how powerful the group connection/experience had been and shared that they found the life plan process very helpful. Audrey asked if we should share this program beyond our members and Denise Klein said how we engage with the community would be an important topic at the Board retreat.

2022 Financials, Denise Klein

Denise Lishner opened this discussion by reading a statement by Jeanne Marie applauding Bob Anderson’s leadership that was so instrumental in creating positive balances in both operating funds and assets. We are in a very strong position, largely thanks to the success of the fundraising efforts led by Bob. The new tribute program is one of the major reasons for 2022 donations increases. This, together with the Planned Giving Fund, has put us in an excellent financial position and allowed us to provide a number of member service enhancements.

John observed that a strategic question we want to ask is whether it is a good thing that our expenses are lower than expected. Are we using the Social Work and Life Plan programs as much as we want? We should ask ourselves whether we should spend more on member services or other enhancements. This question was flagged as appropriate for the Strategic Issues Agenda building that is the task of the May Board retreat.

It was observed that it is important to understand whether expenses in some categories are low because members are reluctant to ask for help (noted in a footnote to the Variances handout), and address that issue. Denise Klein noted that expenses for member support are already higher this year than last.

The Assets handout also received some attention. Audrey asked if we had investments. Denise Klein responded that we did not. She will ask the Finance Committee to develop an investment policy and acknowledged that it would make sense to move a portion of the assets into a “safe” low interest account, at a minimum.

Update on Success Planning, John Rochford

John referred to the written report. Jeanne Marie and Bob previewed their Task Force’s work in a) preparing for the retreat, and b) initiating succession planning. In the brief discussion that followed, Jeanne Marie clarified that the Board would attempt to wrap up consensus on the “secret sauce” and the structures that support it that we want to ensure continue. The Board will not be asked to weigh in on how the retreat will be structured to achieve success in adopting a strategic agenda. That is the work of a small group composed of Nancy, Debbie, Jeanne Marie, and Denise Klein. Board members will be informed well in advance of the retreat if there is preparation that they need to complete for the retreat.

New Business

Denise provided a brief update on the Emergency Preparedness work, which consists of a mailing to all members that will go out in a week or so. After that we’ll proceed based on feedback from members in response to the mailing, to a Monday Morning Memo appeal for feedback, and, perhaps, to a survey.

Member Input

Several announcements were made but none were, strictly speaking, about member input. Denise Lishner mentioned a new “soup group”; Audrey, a homelessness forum; and Bob, a Braver Angels “Red/Blue” workshop.

Meeting adjourned at 12:45 pm

Attended: Susan Adler, Bob Anderson, Audrey Hansen, Nancy Hooyman, Denise Lishner, Barbara Oswald, Nancy Robb, John Rochford, Jeanne Marie Thomas (via Zoom)

Facilitator: Debbie Ward

Staff: Denise Klein

Next Meeting: Monday, March 13, 2023, at the Memory Hub, from 10:30 am – 1 pm

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. The Movie Group, ably led by **Denise Lishner**, is continuing to grow. It's February discussion was facilitated by **Audrey Hansen**. Next up is *Double Indemnity*, a 1944 American crime film noir directed by Billy Wilder.
- b. **Denise Lishner** initiated a "soup group" that now has 20 participants. The first soup event, hosted by **Susan Adler**, was a great success. The second will take place later this month at **Nancy Hooyman's**.
- c. Breaking bread together (both formally organized and informal events) is a regular feature of village life. The last of the randomly-composed groups are currently organizing their food events. Henceforth, we will share the member list and encourage members to arrange their own eating events. Like the soup group above.
- d. The February storytelling session, facilitated by **Tom Heller**, drew its usual large crowd. The topic, Vietnam Era Stories II. The March session (the last for this season) will be facilitated by **Rick Grossman**. Topic: *You would never guess this about me....* However, no storytellers have yet stepped forward.
- e. Both the Women's Coffee Group and the Men's Coffee Group are continuing to meet and grow. The former is meeting at members' homes; the latter, at Victrola on 15th Ave E. Men's Coffee meets once a month on the first Wednesday at 10 am. Women's Coffee meets the first and third Wednesday of each month at 10:30 am.

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

- a. We are at 118 members (6 are trial members). Several hot prospects are "in the hopper."
- b. The Life Plan Pilot Program has been completed. The evaluation consists of comments by participants, an online survey, and a exit interview with **Bob Anderson** by participants who wish to do that. The full evaluation will be shared when it has been completed.
- c. Our 46th Phone Tree was initiated on Tuesday, March 7.
- d. **Bob Anderson's** initiative to explore members' interests in doing emergency planning was furthered by a letter to all members sent out in February, along with a follow-up email sent in early March. So far, we've heard back from about 40 members that they are interested. Next step will be a survey. Stay tuned.

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 and Nancy Robb participated in a panel of local villages sponsored by the YMCA on March 3.

- b. Denise Klein will be presenting an in-person workshop to human services professionals about villages when she is in Tucson at the end of April.

WIDER HORIZONS BYLAWS

ARTICLE 1. MISSION

Our mission is to enable older residents, primarily of Central Seattle, to participate in an inter-generational 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.

ARTICLE 2. OFFICES

The principal office of the Corporation shall be designated by the Board of Directors ("Board").

ARTICLE 3. MEMBERSHIP

3.1 Classes of Members

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

3.2. Qualifications for Membership

To qualify for membership, a member shall pay annual dues as established by the Board. Membership is voluntary and becomes automatic upon completion of a new member joining form. Members may have such other qualifications as the Board may prescribe by amendment to these Bylaws.

3.3 Membership Benefits

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

3.4 Voting Rights

3.4.1 Each member is entitled to vote at an election of candidates for the Board of Directors and may cast one vote for as many persons as there are Directors to be elected.

3.4.2 Should a Board member seek additional terms, only members of the Board of Directors will participate in that re-election.

3.4.3 The Board, at its discretion, may refer other issues for members to vote upon, and each member is entitled to vote on such issues. For these issues a majority or fifty-one percent (51%) of those voting shall be sufficient for approval.

3.4.4 All voting shall be by electronic ballot or US mail, unless otherwise directed by the Board.

3.4.5 The Corporation may deliver notices and other official materials to members by electronic transmission. Members without computers will receive official materials by US mail. Notice provided by either means is considered to have been sent when it is transmitted to an email or street address designated by the recipient for that purpose.

3.5 Communication

Members are entitled to attend all meetings of the Board. The Board will schedule a meeting of the entire membership at least annually. Members are encouraged to bring issues to the attention of the Board as needed.

ARTICLE 4. BOARD OF DIRECTORS

4.1 General Powers

The management of the affairs, property and interest of the Corporation shall be vested in the Board of Directors.

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 to role of Past President.

4.4 Election

Directors shall be elected **from a Board-prepared slate of candidates** by a majority of **the Wider Horizons** members who submit an electronic or mail ballot, with each member having one vote for each Board position open for election. The election shall be conducted annually if and when there are vacancies to fill. A Board member who agrees to serve a second three-year term does not constitute a vacancy **and is re-elected by affirmation of the Board**.

4.5 Resignation or Removal; Vacancy

- 4.5.1 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. If a Director resigns or is removed from office between elections, the vacancy may be filled by an affirmative vote of a majority of the members of the Board. A Director elected to fill a vacancy shall be elected for a full three-year term.
- 4.5.2 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.

4.6 Duties of Directors

Directors shall exercise, in good faith, all powers of the Corporation and, in doing so

shall exercise such care, including reasonable inquiry, as an ordinarily prudent person in a like position would use under similar circumstances. The Directors shall act in the best interest of the Corporation and not for their own personal benefit.

4.7 Meetings

The Board will meet on a regular schedule to conduct the business of the Corporation. It shall hold no fewer than four (4) meetings each year. Meetings of the Board shall be held at such other place or places as the Directors may from time to time designate.

Special meetings of the Board may be called at any time by the President or by any three (3) Directors.

Notice of all regular meetings shall be given to the Directors at least thirty (30) days prior to the meeting. Notice of any special meeting of the Board shall be given at least five (5) business days prior to the date set for the meeting. Notice of the date, time, and place of any meeting of the Board shall be given by the person or persons authorized to call the meeting, or by the Executive Director at the direction of such persons. The notice may be given by email or US mail, or by personal communication over the telephone. Unless otherwise required by law, neither the business to be transacted at, nor the purpose of, any regular or special meeting of the Board need be specified in the notice or waiver of such meeting.

4.8 Quorum

One-half of the Directors then serving on the Board shall constitute a quorum for the transaction of business at any meeting of the Board. A fractional number shall be rounded up to the next whole number. If a quorum is present when a vote is taken, the affirmative vote of a majority of the Directors present shall be the act of the Board.

4.9 Presumption of Assent

A Director who is present at a meeting of the Board at which action is taken shall be presumed to have assented to the action taken unless the Director's dissent or abstention is entered into the minutes of the meeting or delivered personally or by mail to the secretary. The right to dissent or abstain shall not apply to a Director who voted in favor of such action.

4.10 Board Committees

4.10.1 Standing and/or Temporary Committees

Standing or temporary committees may be appointed by the Board. The President shall appoint members of the Board to chair the standing or temporary committees. At least one other Director shall serve on each committee. The committee shall exercise only the authority that the Board prescribes. The committee chair may appoint other members of *Wider Horizons*, the staff of the Corporation, or the public to serve on the committee at his or her discretion.

The committee shall be governed by the same rules regarding meetings, action without meetings, notice, waiver of notice, and voting as applicable to the Board.

4.10.2 Limitations on Committee Authority

No committee shall have the authority of the full Board to amend, alter, or repeal the Articles of Incorporation or the Bylaws; to adopt the plan of merger or adopt a plan of consolidation with another Corporation; to authorize the sale, lease or exchange of any asset of the Corporation; to authorize a voluntary dissolution of the Corporation; to amend, alter, or repeal any resolution of the Board. The designation of any such committee and the delegation thereto of authority, shall not relieve the Board of Directors, or any individual Director of any responsibility imposed upon him or her by law.

4.11 Compensation

No salary shall be paid to any Director or officer. Neither shall the Corporation loan money or to extend credit to any Officer or Director.

ARTICLE 5. OFFICERS

5.1 Officers and Qualifications

The Officers of the Corporation are: President, Immediate Past President, Vice President, Secretary, and Treasurer. Other Officers may be elected by the Board when deemed necessary or appropriate. All Officers of the Corporation shall be members of the Board.

5.2 Election and Term of Office

The Officers of the Corporation shall be elected by the Board at the last meeting of each calendar year. Each Officer shall be elected to serve a one-year term, which shall commence immediately upon election. Each Officer shall hold office until his or her successor is duly elected and qualified, except in the event of such Officer's removal by the Board or membership.

5.3 President

The President shall be the principal executive officer of the Corporation, subject to the control of the Board of Directors. The President shall have general supervision of the affairs of the Corporation. They shall perform all such other duties as are incident to the office or are properly required by the Board and may attend any committee meeting as an ex officio voting member. In the event of their death, disability or refusal to serve, the Executive Director shall confer with Board members; if necessary, the Board will convene to elect a successor.

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.

5.5 Vice President

The Vice President shall assume the duties of the President when the President is not able to do so and shall also perform other duties as assigned by the President.

5.6 Secretary

The Secretary or his/her designee shall issue notices for all meetings, including notices of special meetings of the Board. The Secretary and/or Executive Director shall keep, or cause to be kept minutes of all Board and committee meetings, shall have charge of the corporate books, and shall make such reports and perform such other duties as are incident to the office.

5.7 Treasurer

The Treasurer or his/her designee shall monitor the preparation and maintenance of the financial records, books of accounts, and the budget for the Corporation and provide oversight of the Corporation's finances. The Treasurer shall submit a financial report **quarterly** at ~~each~~ a Board meeting and shall prepare an annual budget for Board approval.

5.8 Resignation, Removal, Vacancies

Any Officer may resign at any time by delivering written notice to the President or by giving oral notice at any meeting of the Board. The acceptance of such resignation shall not be necessary to make it effective. Whenever it is deemed in the best interest of the Corporation, the Board may remove an Officer with or without cause by vote of a majority of Directors in office at any regular or special meeting of the Board. Vacancies in any office arising from any cause may be filled by the Board at any regular or special meeting of the Board.

ARTICLE 6. STAFF

6.1 General

The Corporation may employ an Executive Director who shall be responsible for the day-to-day conduct of the business of the Corporation and shall perform all other duties that are incident to the office or are required by the Board. The President shall perform day-to-day supervision of the Executive Director, including determining job performance criteria, and when

and how to conduct performance appraisals. In general, any decisions that affect the terms or conditions of employment of the Executive Director (to include, but not limited to, such actions as hiring or termination of employment, compensation change, negotiation of benefits, etc.) shall be recommended by the Officers with final decision made by the vote of the Board.

ARTICLE 7. MANAGEMENT OF FUNDS AND CONTRACTS

7.1 Deposits and Checks

All funds of the Corporation shall be deposited in the name of the Corporation in banks or trust companies designated by the Board. The Executive Director shall be responsible for all orders for payment of money for five thousand dollars (\$5,000) or less. For payments more than five thousand dollars (\$5,000), the Board shall approve by resolution.

7.2 Contracts

The Board may authorize the Executive Director or any agent to enter into any contract up to five thousand dollars (\$5,000). No loans or other form of indebtedness shall be contracted on behalf of the Corporation unless authorized by a resolution of the Board.

ARTICLE 8. RECORDS AND BOOKS

The Corporation shall keep at the principal office of the Corporation the following documents (in electronic or hard copy form): current Articles of Incorporation and Bylaws; a list of the Officers' and Directors' names and addresses; minutes of the proceedings of the Board and any committees designated by the Board; and other records deemed to be necessary or advisable. Any person dealing with the Corporation may rely upon a copy of any of the records of the proceedings, resolutions, or votes of the Board.

ARTICLE 9. AMENDMENTS TO BYLAWS

These Bylaws may be altered, amended, or repealed, and new bylaws may be adopted by two-thirds (67%) vote of the Directors present at any regular or special meeting of the Board of Directors. Notice shall be given at least thirty (30) days in advance of the meeting with a statement of the proposed amendment or amendments included in the notice.

ARTICLE 10. SECRETARY'S CERTIFICATION

The undersigned, being Secretary of the Corporation, hereby certifies that these Bylaw are the Bylaws of the Corporation, adopted by resolution of the Board of Directors on December 13, 2021.

Denise Lishner
_____, 2023

ATTACHMENT 5a: Cover Memo for Attachments 5 & 6

Dear *Wider Horizons* Colleagues,

I am writing to let you know about our plans for two agenda items on our March 13th agenda.

Finalizing our cultural norms or “secret sauce”:

We received only positive feedback on the draft that the Retreat Planning Task Force developed and sent to you. Because no one requested any changes, we plan to begin the discussion at the Board meeting with a motion to adopt the draft. Once the motion has been made, all Board members will have the opportunity to ask questions and make comments before we vote (Attachment 5).

Determining the important strategic issues that we should discuss to guide the next several years of the organization:

With input from the agenda planning group and from those of you who suggested strategic issues/questions, Denise and I developed a list (Attachment 6) to present to you, and a process to manage our discussion on Monday.

We reviewed each idea suggested by a Board member. In the interest of framing the conversation so that we can feasibly discuss our list of issues in one Board meeting, we combined several of the ideas. In some instances, we restated them. We also eliminated any issues related to succession planning, or that fit into the category of a tactic. On March 13th, we will not be inviting you to add any new issues or resurrect ideas that we eliminated. If we need to add issues later in the process, we can do so at a subsequent meeting.

For the upcoming discussion, we will have a Board member or Denise briefly describe each of the issues. This will help to explain why the issue is strategic, and why it is important. This is not intended to offer pros or cons or to feature anyone’s position on the issue.

Following each brief description, we can entertain clarifying questions, although we will not discuss details, pros and cons, or tactics. These will all be entertained at a later time.

After we have a shared understanding of the list of strategic issues, we will vote on whether each issue should remain on the list or be removed.

Then, if time allows, we will prioritize the issues on our list.

This process puts us ahead of schedule for the May retreat. Our prize for getting all the way through this process is that we will then be ready to take a deep dive into one or more strategic issues at the retreat.

I look forward to our discussion,

Jeanne Marie

Organizational Values

1. Open-hearted giving and receiving
2. Member-centered and member-created experiences and group activities
3. Embrace individual differences
4. Respect, support, acknowledge, and appreciate each other
5. Be there for, and count on, each other every step of the way for the long haul
6. Warm, welcoming, and inclusive

Attributes of Members

1. Interested in deep connections to form a strong community
2. Take responsibility for each other's support and well-being and that of the organization
3. Diverse and deep experiences nourish many aspects of the organization
4. Inquisitive and curious

Attributes of Leaders

1. Drawn from engaged members
2. Open, transparent, and shared leadership
3. Careful listening to members through a variety of open communication modes
4. Balance expertise with attentive caring

Attributes of Staff

1. Keep procedural barriers (i.e., bureaucracy) to a minimum
2. Highly accessible and responsive
3. Personalized style of service based on knowledge about every member
4. Respect confidentiality
5. Routinely search for new resources and approaches that meet members' needs
6. Proactive and able to perform a variety of functions

Organizational Structures: Members...

1. Can ask for anything and, if possible, their request will be met (no service limits)
2. Can make suggestions or requests in any way they choose (there is no “wrong door”)
3. Are encouraged to participate in their own way, without rigid expectations or restrictions
4. Have numerous ways of connecting to each other
5. Rely on other members for support before engaging volunteers

Organizational Funding

1. Successfully raising funds from within and outside the organization for program enhancements
2. Only accept funds that support our organizational goals and purpose

ATTACHMENT 6: Strategic Questions

1. What do we think healthy growth should look like? - Bob
2. Should we aspire to be a more intergenerational organization? - Nancy
3. An increasing number of our members will be facing chronic illness or disability. What do we need to think about in that connection? – Denise L.
4. Should we broaden and/or deepen our community engagement and commitment to social justice to make a difference in the larger community? - Audrey
5. Should we prepare our members to move beyond their self-understanding into a mode that is known as gerotranscendence (perhaps as preparation for end-of-life planning)? – Denise K.