

ATTACHMENT 1

DRAFT AGENDA Wider Horizons Board of Directors Monday, November 13, 2023		10:30 am – 1:00 pm Memory Hub	
DRAFT AGENDA		Facilitator: Debbie Ward	
Time	Item	Presenter	Outcome
10:30	President’s Report	Nancy H.	Grounding & inspiration
10:40	Consent Agenda [need motion to accept all of these without discussion]: <ul style="list-style-type: none"> • Agenda (Att. 1) • Minutes (Att. 2) • Executive Director’s Report (Att. 3) • Final Budget (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	Final Nominating Committee Report and Election	Susan	Re-elect Nancy Hooyman, John Rochford, and Jeanne Marie Thomas and accept the member election of the slate.
10:50	Leadership Evaluation (Atts.5a & 5b)	Debbie	Wrap-up of phase one of the evaluation.
11:50	B R E A K		We have the strength to go on.
12:00	Brief report on the all-member meetings (Att. 6). [Recommendations pursuant thereto will be developed and discussed in depth next year.]	Denise K	Partially satisfy Board members’ curiosity about the value of, participation in, and results of, these meetings.
12:20	The value of social work to our members and options for continuing to provide the social work services.	Denise K	Denise will have Board input into her decision about how best to provide this service to members.
12:40	Policy on all-member communication (Att. 7)	Denise K	Guidelines for members using our organization’s communication vehicles
1:00	Adjourn	Nancy H.	

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 - **Visiting/Observing:** Valerie Costa, Joe Garcia

Next Meeting: Monday, January 8, 2024 - 10:30 am at the Memory Hub

ATTACHMENT 2

<p style="text-align: center;"><i>D R A F T Minutes</i> <i>Wider Horizons Board of Directors</i> <i>Facilitator: Debbie Ward</i></p>	<p style="text-align: center;">Monday, October 9, 2023 10:30 am – 12:50 pm</p>
<p>President’s Report, Nancy Hooyman</p> <p>Nancy covered two topics: 1) How to give improvement feedback, noting that it is most helpful in the moment when an issue is occurring; when it is offered with empathy; and when it is specific (among other important points), and 2) A review of the Leadership Evaluation process and materials, noting what would be covered today and what would happen later, beginning in November.</p> <p>She noted we will not be meeting in December.</p> <p>We agreed to have a party to acknowledge Bob’s contributions and the Board’s accomplishments in early December.</p>	
<p>Moment of Silence, Denise Lishner</p> <p>Denise asked that we have a moment of silence on behalf of all innocent victims of the war in the Middle East.</p>	
<p>Consent Agenda</p> <p>The “Consent Agenda” was accepted unanimously after Denise Lishner moved that the discussion of content and format for the all-member meetings follow the Nominating Committee Report.</p>	
<p>Nominating Committee Report, Susan Adler</p> <p>As Chair of the Nominating Committee, Susan reported that</p> <p>Debbie Ward, Joe Garcia, and Valerie Costa (who were in attendance) have agreed to be slated as Directors. Their names, and that of Tom Heller if he agrees, will, be on the slate to be presented in a week to the members. We will approve the election at the November meeting.</p> <p>Susan suggested that the next time we amend the Bylaws, we remove reference to “Central Seattle.”</p>	
<p>Discuss Content and Format for the All-member Meetings, Denise Klein</p> <p>We agreed on the objectives for the meetings:</p> <ol style="list-style-type: none">1. Having fun and making connections2. Feeling good about the ability of our organization to “get things done”3. Being reassured about the organization’s stability due, in part, to now having a success/succession plan <p>After making the following suggestions, the Board agreed to let Denise Klein and Denise Lishner prepare the meeting agenda:</p>	

- We should assume the members may want to ask questions or bring up topics unrelated to the materials and discussion questions we send out; therefore, the agenda should be structured to let members do most of the talking.
- There will be less interest in Board development and maintenance than in the goals and what has been accomplished that involved members themselves.
- The primary item to be mailed will be the accomplishments made in meeting our 2022-2024 goals. A few copies will be available at each meeting so they can be read or referred to if needed.
- The Succession Plan Final Report will be sent separately, after the meeting agenda and the goals are mailed. Members may be asked at the meeting if they have questions about succession. That could be a segue linked to the goal that mentions the Success Plan.
- In part because the Board initiative accomplishments depend on a several appendixes to be useful, these will not be sent out now. However, they may be referenced in the member meeting agenda as being part of a future mailing that will include the Leadership Evaluation.

We will share the learnings from each member meeting with members of the Board who will be facilitating a meeting. Denise will make one more effort to get people to sign up for the evening Zoom that Bob is facilitating in early November or, if that becomes too large, we will schedule another Zoom.

Review and Approve Success Plan Draft Final Report, Bob Anderson and Denise Klein

The plan was unanimously adopted with a few changes that Denise Klein will make (see attached). It will not need to be reviewed before being sent to the members.

Preliminary Budget Discussion, Jeanne Marie Thomas and Denise Klein

The Finance Committee meets on October 18. It will review the draft budget. The results of that discussion will be incorporated and forwarded to the Board for budget adoption in November. Denise noted that Janet Salsbury will no longer contract with us for social work services after the end of the year. She does plan to join Wider Horizons and volunteer to work with at least one member. Denise is not making any changes to the budget prior to the Finance Committee meeting. Discussion of options for providing social work services to our members will be on the November Board meeting agenda.

Review and Approve Preliminary Leadership Evaluation Report Draft, Nancy Hooyman

Suggestions were made for a slight reorganization of the Report. In early 2024, it will be shared with members for their review and comment and will include Board discussion of Questions 2 and 3. In the meantime, Denise will send out the Board self-evaluation form, which is to be submitted to Debbie by October 22.

The Leadership Evaluation Discussion questions were revised (see attached) and Board and ED responses will be the major discussion topic at the November Board meeting.

New Business

- Bob mentioned the new Life Planning couples class that begins in November. We may want to offer it eventually to non-members (for recruitment purposes).
- Prospective Board members made comments and gave some background on themselves.
- It was decided by consensus that new Board members would attend the November meeting as part of their overall orientation and assume their full voting role at the January 2024 meeting.
- The orientation for new Board members only will be planned by Audrey Hansen and Denise Klein. It will take place in December (in lieu of the December Board meeting).
- Denise will send out a draft 2024 calendar of Board meeting agendas in the November packet.

Nancy adjourned the meeting at 12:50 pm

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

Guests: Valerie Costa, Joe Garcia, Tom Heller

Facilitator: Debbie Ward

Staff: Denise Klein

Next Meeting: Monday, November 13, 10:30-1, The Memory Hub

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 main event in October/November was a series of 9 all-member meetings. A brief summary report is in this packet. A more complete summary, with any relevant proposals for the Board or action by the ED, will be prepared in December. More than half of our members signed up to attend one of the originally-scheduled 11 meetings. One observation: eight participants seemed to be the ideal number (many of the meetings had fewer people). To achieve that, we would probably have needed to sign up 9-10.
- b. The couples Life Plan class began last Tuesday, November 7. It will meet at least four times, every other week, with a possible 5th gathering in January. Ten participants are enrolled. I wonder if that will be too many....We will begin another individual class in February. One of the recommendations emanating from several of the small groups (see above) was to offer the curriculum in a series of "one-off" sessions, since committing to two months of attendance seems to be challenging for some of our members.
- c. Somesuch Players (**Victoria Bestock** is still our beating heart) read Ibsen's *Enemy of the People* from a script that a professional typist produced for us in October and enjoyed the experience thoroughly. We will read *Under Milkwood* in December.
- d. Our evening all-member Zoom, hosted by **Bob Anderson** and **Susan Adler**, resumed on October 24 with a robust attendance of 16. It takes place every other week at 7 pm.
- e. So far only two people have offered to have a holiday event at their home (although by the time you read this, I imagine there will be more).

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

- a. We are at 121 members, with several hot prospects. We went down to 120 and up to 121 in the past month (Gigi Meinig and her husband Rick left—they were not at all active).
- b. 180 fundraising letters were mailed on 11.3 and 11.4. Some Board members will also do individual email solicitations. About 10 members helped with addressing, stuffing, stamping, sealing the letters.
- c. All 3 members of the now-elected Board member slate are now also members of *Wider Horizons* (**Val Costa** have joined after the October Board meeting.) More than half of the members voted.

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. **Emily Martinez** got **Nora Langan** involved in cold water swimming and Nora got **Denise Klein** involved. The other swimmers are part of a network called *People who Care*, in which a number of our members who do caregiving/companion care participate.
- b. **Denise Klein** will be the speaker for the Women's University Club's after-dinner program on housing options on January 24. She will be joined by **Denise Lishner**. Copies of the *Housing Handbook* will be distributed to the attendees.
- c. Aegis Lake Union has invited our Board members (and we will include members as well) to have cocktails and hors d'oeuvres "on them" in December. This will be an opportunity for members who don't know the Board members to meet them.
- d. Denise K. has been approached by Wellspring Family Services to discuss opportunities for further collaboration with them. This is the agency to which our Fiber Arts group donates hats and scarves ("Warm for Winter"), under the leadership of **Joan Bergman**.
- e. Denise K. has also been approached by people who live in the Olympia area and want to consult about starting a village there. To be continued....

	A	B	C	D
1	ATTACHMENT 4			
2		2023 Budget	Proposed 2024	% Increase over
3	Income			Budgeted 2023
4	Donations	\$60,000	\$60,000	0
5	CD Interest		\$4,300	NA
6	Personal Ass't	\$3,100	\$3,200	3%
7	Member Dues	\$52,000	\$55,000	6%
8	TOTAL INCOME	\$115,100	\$122,500	6%
9	Expense			
10	Bank Svc Chgs	\$400	\$200	-50%
11	Events	\$1,500	\$2,500	67%
12	Contributions	\$700	\$700	0%
13	Insurance	\$1,400	\$1,840	31%
14	Website	\$2,000	\$3,000	50%
15	Taxes	\$250	\$250	0%
16	Meals/Entertain	\$750	\$1,000	33%
17	Office Expense	\$5,500	\$5,500	0%
18	Wages	\$70,000	\$80,000	14%
19	Other Payroll	\$8,431	\$9,700	15%
20	IT	\$2,300	\$2,500	9%
21	Accounting	\$4,000	\$4,800	20%
22	Local Travel	\$1,000	\$100	-90%
23	TOTAL EXPENSE	\$98,231	\$112,090	14%
24	Net Income	\$16,869	\$10,410	-38%
25	PGF Budget (1)			
26	Member Support	\$7,500	\$10,000	33%
27	Website Planning		\$2,500	NA
28	Life Planning	\$2,000	\$4,000	100%
29	Social Work (2)	\$10,000	\$20,000	100%
30	Total PGF	\$19,500	\$36,500	174%
31	(1) The amount by which our PGF is reduced will depend on the actual expenditures (in both 2023 and 2024)			
32	(2) Increased to allow for more contractor staff time (social worker or other)			

ATTACHMENT 5a

Average Score	Question
5.0	9. I maintain the confidentiality of all Board decisions.
4.86	1. I am aware of what is expected of me as a Board member. 2. I have a good record of meeting attendance. 3. I read the minutes, reports and other materials in advance of our Board meetings. 11. I support Board decisions once they are made even if I do not agree with them. 12. I promote the work of our organization in the community whenever I had a chance to do so.
4.57	7. I am a good listener at Board meetings. 8. I follow through on things I have said I would do. 10. When I have a different opinion than the majority, I raise it. 13. I stay informed about issues relevant to our mission and bring information to the attention of the Board.
4.14	4. I am familiar with what is in the organization's by-laws and governing policies.
3.71	6. I am encouraged by other Board members to express my opinions at Board meetings.
3.14	5. I frequently encourage other Board members to express their opinions at Board meetings.

Because all ratings were so close together, I have presented the average scores spread out to better show the differences among the average scores for each question. Give me a call if you have questions about this. Debbie: 415-686-0941

SUMMARY OF BOARD MEMBER SELF ASSESSMENT “ESSAY QUESTIONS”

What have you done to be an effective Board member?

Participating as a Board member:

1. Show up. 100% attendance.
2. I enjoyed working with others to define our purpose.
3. I have spoken up to the Board if an issue arose and explained at that very time why I was concerned, and the Board has always been responsive.
4. I am loyal to Wider Horizons and its mission.
5. When I was elected to the Board, I was delighted.
6. Tried to be a positive role model.

Connection with WH Members:

1. Wherever and whenever I can, I find ways to promote our work and to educate people about our mission, values, and the many ways we create a sense of belonging for our community members. This has often resulted in bringing in new members.
2. Hosted and facilitated member meetings at my home.
3. Gave a few rides to members, and consulted with some members about how to proceed within WH and its services/organization.
4. Participated in myriad of WH activities, keeping in contact with members.
5. I have paid close attention to what members want and acted upon that.
6. Recruited new member/Committee/Board member.

Behavior – Interpersonal:

1. Overall, I think I have practiced good listening skills.
2. I talk with Board members outside the Board meeting about questions/concerns that they have (e.g., agenda items, actions).
3. I often mediate differences.
4. I thank and acknowledge board members for their contributions.

Behavior - Task oriented:

1. I think I have contributed my ideas as appropriate.
2. I try to think in strategic terms. What are the questions we are asking, and what are the questions we're not asking?
3. I think about how to make meetings as productive as possible.
4. I keep things moving ahead.
5. I'd like to contribute more.

What would you do differently to be more effective as a Board member?

1. Keep on Keeping on.
2. Help where/whenever possible.
3. Contribute to the Board more over time.
4. Events recently have put me under stress and perhaps folks are being respectful of that. Is there a fear I will not follow through? This is probably a risk for sure.
5. It would be nice to have a feedback session with anyone willing to tell me how I can improve. I get plenty of positive feedback and wonder if anyone has suggestions for improvement.
6. No suggestions come to mind at this point. This is the highest functioning Board on which I have ever proudly served.

Connection with WH members:

1. I have set a personal goal of spending more 1:1 time with Board members as well as group time. I am already working on this!
2. I need to prioritize getting to know members that I would not be attracted to.
3. If I were around Seattle more regularly I would have more actively engaged with members, able to discern more directly their interests and translate them into actions by the Board.

Behavior - Interpersonal:

1. Listening more deeply/actively in board conversations is always a growth opportunity for me.
2. Bring more humor and lightness into the meetings.
3. Be more patient with process and Board members' widely varying needs.

Board Process:

1. Involve others in decision-making even though it takes more time.
2. I very much relish a collaborative decision process and discussion. Perhaps in an effort to be efficient, the Board role is merely to affirm rather than contribute as a group. So be it. It's not what I expected.
3. I don't always agree with Board decisions and voice my concerns but then accede to the wishes of the Board as a whole. One example was my desire to promote wider dissemination of our Handbooks, but the Board consensus was that this is not within our mission.
4. When I participate in committees, I find that committee work often is done and decisions made off camera. I feel as though my added benefit is negligible.
5. I have felt shut down sometimes in Board meetings. Once another Board member came up to me at a meeting and asked if I had felt things had moved on too quickly after I made a point.

ATTACHMENT 5b

Issues to pursue:

1. I am not adept at non-profit finances, and don't follow the charts and data as well as I wish I could, so need to pay greater attention to this.
2. Keep pushing to augment Health Advocacy Program.
3. I am more interested in substantive offerings to members than in rules and norms but agree that these are necessary and have helped us be a better Board.
4. Address some policy issue(s) currently lacking.

ATTACHMENT 6

An organization that has hit its stride!

We increase our capacity to give as we gain intimacy.

The village has made my life much more secure.

Wider Horizons creates choice in a time of change. It is a safe community.

It makes my heart swell when I see so many people have been benefiting and know there is always someone they can reach out to.¹

HIGH LEVEL SUMMARY OF 9 SMALL GROUP DISCUSSIONS OCTOBER/NOVEMBER 2023

Fifty-five people (46% of our members) attended one of these sessions and 64 (53%) signed up for one but were unable to attend. Originally 11 sessions were scheduled but only 9 were held (one having been cancelled for lack of sign-up and the other due to the illness of the hostess).

The tone of the meetings was overwhelmingly positive. While at one session, an individual spoke of some disappointment with members' social behavior, and at another, two of the participants had criticisms of specific policies and practices,² 45% of the members and 98% of those attending were pleased overall with their membership.

It is worth noting that one long-time critic (a founding member) of the organization's lack of member "drivenness" now believes the Board has evolved in the right direction, *bringing members together to see what they think....There is a sense that what you say is being heard.*

It is worth noting that a half dozen or so of the participants expressed confusion about specific programs (personal assistant, social work), but they and others appreciated the clarity on these topics that the meetings provided.

Many great suggestions were made about how to ensure members know about our programs and our contractors.

There was much enthusiasm for, and many great suggestions were made about, larger and smaller face-to-face gatherings (Escape rooms, ABCD topics for small group gatherings, a dance party, a holiday party at the end of January, an annual show of members' art, etc.).

¹ Among the positive comments from meeting participants.

² One person said they did not like the method of selecting new Board members and preferred having members do the nominating. Another wanted to see the Minutes of Board meeting reflect more disagreement, since they believe the members do not agree about everything. Two people wanted to hear more/more often from Board members. They believe members do not know who is on the Board and/or do not related to the Board.

DRAFT MEMBER COMMUNICATIONS POLICY

11.5.2023

Wider Horizons is a welcoming and inclusive organization. We want everyone to feel they “belong.”

We offer several *Wider Horizons*’ communication vehicles (Monday Memo, Member ListServ, Newsletter, All-Member Zooms) that share information of interest with all members. They are not intended to share thoughts or articles that are partisan or are about highly controversial current events. In these vehicles, we will avoid sharing partisan (Republican/Democrat or other political party) political material, or material about national or international issues on which there are deep divisions or intense feelings. Examples of such issues include the Israeli/Palestinian conflict or abortion rights.

If you want to communicate ideas that are partisan or highly controversial with your *Wider Horizons*’ peers, please make up your own mailing list of members you know who might want to participate in an exchange of views. An appropriate use of the Member ListServ would be to query members about who might want to get together to have issue-oriented discussions.

If in doubt, ask the Executive Director (currently Denise Klein) or the President of the Board of Directors (currently Nancy Hooyman) about something you want to share widely.