

ATTACHMENT 1

DRAFT AGENDA <i>Wider Horizons</i> Board of Directors Monday, September 11, 2023		10:30 am – 12:45 pm Zoom: https://tinyurl.com/7env4azj	
DRAFT AGENDA		Facilitator: Debbie Ward	
Time	Item	Presenter	Outcome
10:30	President's Report	Nancy Hooyman	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 of the 7.10.23 Board Meetings (Att. 2) • Executive Director's Report (Att. 3) • Second Quarter Financials (Atts. 4 & 5) 	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	Preliminary Nominating Committee Report	Susan	Board officer slate adopted; Board updated on status of member/non-member nominations
10:50	Succession Planning Final Report Outline (Atts. 6)	Bob & Denise K.	Board updated on Succession Planning
11:20	Leadership Evaluation Discussion (Att. 7)	Nancy H.	Board agrees on the approach and timing of the leadership evaluation.
12:00	B R E A K		We have the strength to go on.
12:10	Preliminary Budget Discussion (Att. 8)	Denise K. & Jeanne Marie	Board has made input to the formation of the 2024 budget
12:30	New Business	All	
12:40	Member Input	All	
12:45	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

Next Meeting: Monday, October 9, 2023 - 10:30 am at the Memory Hub

ATTACHMENT 2

DRAFT Minutes
Wider Horizons Board of Directors
Facilitator: Debbie Ward

Monday, July 10, 2023
11:00 am – 12:45 pm

President's Report, Nancy Hooyman

Nancy's birthday this week inspired in her a number of thoughts about aging, including about theories of aging that have relevance to Wider Horizons members. Socioemotional selectivity theory (SST; developed by Stanford psychologist Laura Carstensen) is one of these theories. It posits that as time horizons shrink with age, people become increasingly selective, investing greater resources in emotionally meaningful goals and activities. This selective narrowing of social interaction maximizes positive emotional experiences and minimizes emotional risks as individuals become older. Carstensen's research also identified that aging is associated with a relative preference for positive over negative information in individuals who have had rewarding relationships. Other concepts that Nancy shared included "resilience" and "conscious aging" rather than "successful aging" which implies individual responsibility. But we must acknowledge the negative sides of aging, including honoring loss, grief and sadness.

Nancy also announced she had named **Susan Adler** as Chair of the Nominating Committee. That group, which will have at least one non-Board member, will be responsible for finding member and non-member candidates for the Board (likely a maximum of 2 people), as well as identifying the slate of officers for 2024. They will bring forward an interim report at the September Board meeting and a final report in October.

Consent Agenda

The "Consent Agenda" was accepted unanimously.

Leadership Evaluation

Thoughts expressed included:

- We don't need to do a comprehensive ED evaluation.
- We can ask general questions about both the ED and the Board performance, such as:
 - What is going well/been done best?
 - How can the Board/the ED improve?
 - What are suggestions for action?
- Rather than assigning the work of leadership evaluation to a small group, the Board as a whole should keep, rather than delegate, that responsibility.
- As Board members, we should take leadership and represent the views of members as well as those we hold as Board members.

- Since it is desirable to get member input to the leadership evaluation process, we will consider further how this is to be done at our next meeting in September.
- Board members could do an individual assessment of their own performance.
- We will begin the work by October and end by sometime in December.
- We should set a context before starting to probe. For example, we worked hard on developing norms and should consider whether we have achieved alignment in all areas.
- It was pointed out that leadership continuity refers to the broad category of stewarding a pipeline of future leaders, especially Board and all other volunteers, while transition planning refers to preparing to hire for a specific professional staff position—a new ED or some form of co-leadership model.
- We should focus on our most important directions, including our goals.
- We should consider how to make communication and conflict resolution as constructive as possible.
- The focus of the evaluation is about the future rather than the past.
- We will come back for a structured discussion in September after Nancy H., Denise K., Audrey, and Debbie have had a chance to digest this input.

Status Report on Succession Planning, Bob Anderson and Denise Klein

The work done by Denise K. and the Task Force on a position description for the future has opened the door and gotten our juices flowing. The group agreed that we are discussing leadership continuity (rather than transition planning for when Denise K. departs) and that while a discussion of changes to our organizational model (north/south units, etc.) is the work of the full Board (as agreed upon at the retreat) when we are approaching 150 members, the work that is being done now will build our capacity in the meantime. The present and future staffing and structure are intertwined and both inform our strategic planning. Additionally, Denise has completed an inventory of all accounts, administrative documents and passwords, which Bob and Pearl possess.

A definition/clarification was offered: “Leadership continuity refers to the broad category of stewarding a pipeline of future leaders, especially Board and all other volunteers. Transition Planning refers to preparing to hire for a specific professional staff position—a new ED or some form of co-leadership model.”

Member Input

There was discussion of feedback Debbie and Sue Lerner received at a Thursday morning all-member gathering and passed on to Nancy Hooyman regarding the interest of several members in having deeper relationships (friendships) in addition to more superficial kinds of social contact. What is the role of the organization in facilitating this?

Here are some of the comments:

- Smaller group gatherings allow for more intimacy.
- A sense of purpose works against loneliness.

- How one connects with others is a fruitful conversation and we need constructs that allow for this to happen.
- Perhaps introverts have more difficulty, but even extroverts may benefit from some kind of intimacy facilitation.
- The phone tree offers an opportunity to move into deeper relationships if the caller or callee wishes that to happen.
- We can open the door to connect people initially, but it will then be up to individuals to follow up on their own or with support from each other or a professional.
- Perhaps our social worker could facilitate a small group of people who would like to explore this more deeply.
- Denise will follow up on these ideas.

Meeting adjourned at 12:45 pm

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

Facilitator: Debbie Ward

Staff: Denise Klein

Next Meeting: Monday, September 11, 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. Coffees, luncheons, happy hours, dinners, movies, informal musical events, gallery tours, day trips, and a Blue Angels event (all organized by members with occasional logistical and communication support provided by Denise Klein), abounded over the summer. At least half of our members, including several who don't do a lot of socializing, participated in one or more of these events.
- b. Some of our regular groups are not meeting in June, July, and/or August, so these more casual and impromptu outings are much appreciated.
- c. The question of what we can and should do as a village to help members make friends with each other/build deeper relationships has arisen. An interesting discussion item! The response from people who were finding loneliness an issue was so meager but we will try again in the fall under the rubric of "building closer relationships with others." A possible discussion item for the October Board meeting.
- d. With the help of Louise Andersen, we organized a team of mostly member caregivers who are supporting **Naomi Shiff** for 1.5 – 2 hours every day. Naomi is enjoying the stimulating company as well as the practical assistance.
- e. One of these caregivers is a volunteer recruited via volunteermatch.com. She came to us wanting to do health advocacy but was willing to pitch in where needed in addition.
- f. **Rick Grossman** organized a popular tour of the Recology (recycling) facility attended by a dozen members/prospective members.
- g. Two other member-led groups (one on Healthy Aging coordinated by **Judie Messier** and featuring geriatrician **Paul Beck**) and one on Investing organized and led by **Richard Zerbe** met throughout the summer.

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

- a. We are now at 122 members, with several prospects, as usual, "in the hopper."
- b. Responses to Denise Lishner's query to villages elsewhere about what has worked to recruit younger members has produced several responses to date. A village in the Philadelphia area has had success with newspaper ads and a visible café meeting. Other villages seem to have the same concern. Some of these are actually experiencing net member loss, which we are not.
- c. We are hoping to recruit at least one younger member to our Board of Directors and, assuming that happens, we can have a more productive discussion of how to increase our numbers of younger members. Note that Valerie Costa, who is in her 40s, has

agreed to be slated to serve on the Board. She will begin attending Board meetings in October.

- d. Our Nominating Committee, chaired by **Susan Adler**, has confirmed a slate of officers. We have confirmed Joe Garcia, Val Costa, and Debbie Ward. Tom Heller will attend the October Board meeting and decide whether he is willing to be slated to be a new Board member. The election is in December. Prospective members may attend prior to that but they are observers till after the election.

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. **Audrey Hansen** has prepared a profile of NEST (our sister village in the NE of Seattle) for the September Newsletter. Two other village profiles that she authored appeared in the May issue of the Newsletter.
- b. **Denise Klein** will be the speaker for the Women's University Club's after-dinner program on housing options on January 24. She may be joined by **Bob Anderson** and **Denise Lishner**.
- c. **Bob** and **Denise Klein** interviewed Directors of five other villages to see what they could learn about staffing models and structure that could inform our Succession Planning process.
- d. **Denise Klein** attended a networking event at the Memory Hub in July.

Attachment 4

Wider Horizons
Profit & Loss Budget vs. Actual
 January through June 2023

	<u>Jan - Jun 23</u>	<u>Budget</u>	<u>\$ Over Budget</u>	<u>% of Budget</u>
Income				
Individual and Business Donations	21,721.72	25,800.00	(4,078.28)	84%
Total Direct Contributions	21,721.72	25,800.00	(4,078.28)	84%
Program Revenue				
PGF - Professional Services	0.00	0.00	0.00	0%
Personal Assistant	1,630.63	1,550.00	80.63	105%
Membership Dues	32,292.36	33,000.00	(707.64)	98%
Total Program Revenue	33,922.99	34,550.00	(627.01)	98%
Expense				
Member Support Purchases	4,080.34	3,750.00	330.34	109%
Bank Service Charges	57.21	200.00	(142.79)	29%
Event-related expenses	1,080.79	750.00	330.79	144%
Grants & Contributions	100.00	0.00	100.00	100%
Insurance	1,640.00	0.00	1,640.00	100%
Website	979.32	1,000.00	(20.68)	98%
Licenses, Fees, Taxes	20.00	0.00	20.00	100%
Meals & Entertainment	410.22	375.00	35.22	109%
Office Expense	1,930.24	2,750.00	(819.76)	70%
Payroll-related Expenses	38,196.20	39,215.50	(1,019.30)	97%
Professional Services				
Life Planning	0.00	1,000.00	(1,000.00)	0%
Social Work	1,898.62	5,000.00	(3,101.38)	38%
IT	1,096.45	1,150.00	(53.55)	95%
Accounting Services	2,412.60	2,200.00	212.60	110%
Total Professional Services	5,407.67	9,350.00	(3,942.33)	58%
Local Travel Expense	16.23	500.00	(483.77)	3%
Total Expense	53,918.22	57,890.50	(3,972.28)	93%
Net Income	1,726.49	2,459.50	(733.01)	70%

Significant discrepancies in insurance and Life Planning are due to budget assumptions being different from the month in which actual expenditures occurred or will occur.

Attachment 5

Assets as of 6.30.23

		Checking/Savings			
		Home Street Bank			\$ 84,121.00
		CD at Homestreet Bank			\$ 90,000.00
TOTAL ASSETS					\$174,121.00

Attachment 6a: Succession Planning Recommendations & Timeline

At this point, and in the preliminary reporting at the September Board meeting, we will include these recommendations:

1. We have an enviable situation with an individual, Jeanne Marie Thomas, who is both interested and qualified to serve as an Interim ED in the case of an unplanned ED vacancy. This allows us to focus on hiring staff when we need to, rather than as an insurance policy against an unplanned departure of the ED. It also gives us the gift of a less pressured search for a new ED.
2. Denise should decide when to hire, whom to hire, and what the job description for any additional staff should be. We have the financial resources and budget flexibility to take sudden action if that becomes necessary and Denise indicated she could both budget some additional funds for 2024 and bring a proposal for a budget amendment if that seems warranted.
3. Work on the website in 2024 should be budgeted and viewed as one of the next logical steps in succession planning. This, too, will have budget impact in 2024.
4. We should be looking for potential committee and Board members who can assume financial and fundraising responsibilities in the future. Our bench needs greater strength in these areas.
5. The timeline and action steps below seem attainable to assure adequate and timely member input into the final Succession Plan.

Finally, Succession Planning is never complete and we should continue to ask questions like these:

- What are the benefits and drawbacks to faster member growth?
- Are there removable barriers to growth?

Timeline for the final Succession Plan:

1. In September, present our draft Plan outline and preliminary recommendations to the Board.
2. Immediately following the September Board meeting, Denise will draft the Plan and send it for approval to the Task Force members.
3. Then, by September 25, WH members will be asked to provide review and comment on the Plan and its recommendations, either in writing or at two Zoom sessions.
4. That input will be added to the Plan and a final version presented to the Board for adoption at its October 9th meeting.

1. Background

- a. Task Force Charge
- b. Wider Horizons' secret sauce
- c. Retreat discussion of when to discuss potential structural changes

2. The Crisis Plan

- a. Members identified to take over key functions
- b. Inventory of Key Information
- c. "Policies and Procedures Handbook" outline (key sections have been drafted & others are in process)

3. Other

- a. Updated ED job description
- b. Other potential staff positions
- c. Interviews with other village key informants regarding their structure and staffing

4. Recommendations

Appendixes

- A. Charge to the Succession Planning Task Force
- B. Cultural Norms (aka "secret sauce")
- C. Inventory of Key Information
- D. Outline for Policies & Procedures Manual
- E. Revised ED Job Description

Attachment 7: Recommendations regarding WH Leadership Evaluation

The timeline for the WH Leadership Evaluation is:

September, 2023	ED will draft the evaluation report.
October 9, 2023	The report will be reviewed and discussed by the full Board.
October, 2023	ED and Board members will do their individual self-assessments.
October 15-25	Report shared with membership for review and input in writing and at 2 Zoom sessions.
November	The Board will finalize and adopt the evaluation report evaluation.

This type of leadership evaluation will be done every two years. Below is a proposed outline of the Summary Evaluation Report.

Organization-wide accomplishments:

- a. What supporting activities were accomplished with respect to the organization’s goals (see page 3)?
 - What did Board as a whole contribute?
 - Its committees?
 - What did individual Board members contribute?
 - What leadership did members provide with respect to particular activities?
 - What did the ED contribute?
- b. Several major initiatives were undertaken by the Board in 2022-23,
 - New statement of purpose
 - Behavioral norms
 - Roles and responsibilities work
 - Cultural norms (our “secret sauce”)
 - How we will respond effectively to the increasing needs of our members
 - How we will manage healthy growth, including a commitment to focus on tactics to increase the number of younger members
 - Succession planning
- c. How did these initiatives affect productivity? Personal interactions? Board and member satisfaction? Board and ED interactions and communication?
- d. How did the ED contribute?
- e. What work still needs to be done to ensure these achievements are carried forward to become permanently embedded in our organizational culture (with new hires, new Board members, Board leadership, committee membership, etc.)?

Performance of individuals or small groups:

- a. Board members – see attached proposed self-assessment form for members to complete and reflect upon
- b. The ED will prepare a new narrative self-assessment that reflects progress made in areas identified in 2021 as needing improvement. The ED will offer her specific goals for 2024. Both the self-assessment and the goals will be shared with the Board.
- c. Other (task forces, committees, etc.)

For further discussion at the September Board meeting:

Looking ahead/to the future for Board and ED discussion and action:

- a. What more needs to be done in areas where accomplishments occurred?
- b. What new areas should be explored or tackled in 2024?
- c. What goals should be set for 2024 and beyond by and for the Board as a whole; by and for the organization; by and for the ED?
- d. When should this be done?

WIDER HORIZONS GOALS 2022-2024

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.

	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. Help members understand and implement available housing options
1	C. Help members make their homes safer
1	D. Help members prepare for serious health events and other life changes <ol style="list-style-type: none"> 1. Offer group presentations 2. Offer individual consultations
1	E. Support members who are isolated or homebound

Goal 2. For our organization:

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

MEMBERSHIP

	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.
2	C. Develop and communicate opportunities for engagement of members <ol style="list-style-type: none"> 1. Affinity groups 2. Board committees and task forces 3. Member generated activities

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

	Supporting Activity
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3	A. Seek opportunities for joint activities with other organizations in support of WH mission and Village concept.
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3	B. Share WH resources with greater community to promote a model that works.
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3	C. Publicize our events, successes and outcomes in articles and media to give us a wider presence and increase visibility,
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Attachment 8

Draft 2024 Budget (with comparison to 2023 Budget 1st 6 months 2023 Actual)

	A	B	C	D	E	F	G	H
1		Jan-June 2023	2023 Budget	% of Budget	Proposed 2024	% Increase over		
2	Income					Budgeted 2023		
3	Donations	\$ 21,722	\$ 60,000	36%	\$ 60,000	0		
4	CD Interest	NA	NA	NA	\$ 4,300	NA		
5	Personal Ass't	\$ 1,631	\$ 3,100	53%	\$ 3,200	3%		
6	Member Dues	\$ 32,292	\$ 52,000	62%	\$ 55,000	6%		
7	TOTAL INCOME	\$ 55,645	\$ 115,100	48%	\$ 122,500	6%		
8								
9	Expense							
10	Bank Svc Chgs	\$ 57	\$ 400	14%	\$ 200	-50%		
11	Events	\$ 1,081	\$ 1,500	72%	\$ 2,500	67%		
12	Contributions	\$ 100	\$ 700	14%	\$ 700	0%		
13	Insurance	\$ 1,640	\$ 1,400	117%	\$ 1,840	31%		
14	Website	\$ 979	\$ 2,000	49%	\$ 4,000	100%		
15	Taxes	\$ 20	\$ 250	8%	\$ 250	0%		
16	Meals/Entertain	\$ 410	\$ 750	55%	\$ 1,000	33%		
17	Office Expense	\$ 2,010	\$ 5,500	37%	\$ 5,500	0%		
18	Wages	\$ 37,917	\$ 70,000	54%	\$ 80,000	14%		
19	Other Payroll	\$ 3,458	\$ 8,431	41%	\$ 9,700	15%		
20	IT	\$ 1,096	\$ 2,300	48%	\$ 2,500	9%		
21	Accounting	\$ 2,413	\$ 4,000	60%	\$ 4,800	20%		
22	Local Travel	\$ 16	\$ 1,000	2%	\$ 100	-90%		
23	TOTAL EXPENSE	\$ 51,197	\$ 98,231	52%	\$ 113,090	15%		
24	Net Income	\$ 4,448	\$ 16,869	26%	\$ 9,410	-44%		
25								
26	PGF Budget	Projected 2023	Budgeted 2023					
27	Member Support	\$ 8,700	\$ 7,500	16%	\$ 10,000	33%		
28	Life Planning	\$ 2,000	\$ 2,000	0%	\$ 4,000	100%		
29	Social Work	\$ 6,000	\$ 10,000	-40%	\$ 20,000	100%		
30	Total PGF	\$ 16,700	\$ 19,500	-14%	\$ 34,000	174%		
31								
32	Note that the amount by which our PGF is reduced will depend on the actual expenditures (in both 2023 and 2024)							9.5.2023