

ATTACHMENT 1

DRAFT AGENDA Wider Horizons Board of Directors Monday, October 9, 2023 Facilitator: Debbie Ward		10:30 am – 1:00 pm Zoom: https://tinyurl.com/7env4azj	
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 9.11.23 Board Meetings (Att. 2) • Executive Director's Report (Att. 3) 	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	Susan	Board votes to accept all current nominees and send slate to members for a formal vote.
10:55	Review and approve Success Plan Draft Final Report (Att. 4)	Bob & Denise K.	Board approves Success Plan Draft which will then go to members for discussion at October small group sessions.
11:10	Review first draft 2024 Budget (Att. 5)	Denise K. & Jeanne Marie	No vote necessary. This is the version that will go to the Finance Committee on October 19 (final approval at our November meeting).
11:30	B R E A K		We have the strength to go on.
11:40	Review and approve preliminary Leadership Evaluation Draft (Atts. 6 & 7)	Nancy H.	Board approves preliminary Leadership Evaluation Draft which will then go to members for October small group sessions.
12:20	Discuss content & format for the all-member meetings (Att. 8)	Denise K.	Decision as to the scope of the meetings and the materials to send.
12:40	New Business	All	
12:50	Member Input: Discussion of what is appropriate for this segment	All	Refine criteria for what to discuss in this segment of the meeting.
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: Tom Heller, Valerie Costa, Joe Garcia

Next Meeting: Monday, November 13, 2023 - 10:30 am at the Memory Hub

ATTACHMENT 2

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

**Monday, September 11, 2023
10:30 am – 1:00 pm**

President’s Report, Nancy Hooyman

Nancy harkened back to a previous President’s comments about fall and said for her that it’s a season of loss and of unwanted changes, but also of positive beginnings. The Board is losing John as VP (though he is, thankfully, staying on the Board) and Bob as a Board member (though not as a member). At the same time, we are gaining Audrey as VP and looking forward to winding up Succession Planning and the Leadership Evaluation, as well as the 2024 budget. These represent our harvesting of summer labors. And many other positive developments are in the works or have already happened.

Consent Agenda

The “Consent Agenda” was accepted unanimously.

Preliminary Nominating Committee Report, Susan Adler

As Chair of the Nominating Committee, Susan reported that Audrey had agreed to serve as VP and that Nancy, Jeanne Marie, and Denise Lishner would continue in their present officer roles of President, Treasurer, and Secretary, respectively.

In addition, Debbie Ward, Joe Garcia, and Valerie Costa (a younger non-member with strong interest in our intergenerational possibilities) have agreed to be slated as Directors. Tom Heller is considering that and will attend in October to check us out.

At John’s request, Denise provided additional information about Valerie Costa’s background. She has extensive fundraising and ED experience.

The Board officer slate was officially adopted, unanimously.

Susan noted we may want to consider amending our Bylaws to remove the reference to Central Seattle in terms of Board member representation.

Regarding the timeline for the remainder of the Nominating process, after the slate is finalized in October, it will be sent to the members for a vote. Once elected, the new Board members will begin to serve at the November meeting. (They’ll also attend the October meeting as observers, should they wish.)

This is a larger number of new Board members than in recent years; their orientation is extremely important and we will do a thorough job.

Succession Planning Final Report Outline and Process, Bob Anderson and Denise Klein

Bob began by saying that we may want to refer to Succession Planning as “Leadership Continuity.” Leadership continuity refers to the broad category of stewarding a pipeline of future leaders, especially Board and all other volunteers.

At its final August meeting, the Succession Planning Task Force learned that Jeanne Marie Thomas has agreed to serve as Interim Director in the event of an unplanned departure by Denise Klein. Among other things, that means there is no pressure to bring on another staff person just to provide backup in case of an emergency.

Bob summarized the other recommendations provided and highlighted the takeaways from the village director interviews that he (4) and Denise Klein (1) did, as follows: stability and continuity of leadership was a key factor in villages being able to manage growth, usually organically occurring, whether the focus was more on services or social connections; and a flexible staffing model that included use of part time positions enhanced the villages’ ability to both generate and manage growth.

Nancy Hooyman suggested that “success planning” is a term that we used earlier and it applies both to succession planning/leadership continuity and to leadership evaluation. The term provides an integrating concept for much of the work this Board has done over the past two years.

The timeline for adoption of the Succession Plan was reviewed, discussed, and changed from the October to the November Board meeting to allow enough time for solid member input.

Other Board member input included:

- The work that has been done will be reassuring to members.
- We may want to include the size of the villages surveyed in the final report document.
- The fall fundraising letter may well reference this enhancement to organizational stability and will help educate donors about what our Board does.
- A report footnote could indicate we will add staff positions when the time is right and the ED will make that recommendation to the Board, most likely via the annual budget process.
- All of this work will strengthen leadership continuity.

Nancy thanked all the Task Force members (Bob, John, Susan, Nancy Robb, Denise Klein, and herself) for their good work.

Preliminary Budget Discussion, Jeanne Marie Thomas and Denise Klein

Jeanne Marie noted the new way of treating the Planned Giving Fund “revenue.” The change promises greater clarity going forward. She highlighted that one of the major changes for 2024 was the proposal to raise the ED salary to \$80,000. This is consistent with previous Board recommendations and is also a key succession planning factor.

Denise Klein called attention to the fact that website improvements were not yet budgeted. However, the extra \$10,000 for social work, which may not be needed, could be reduced in the next iteration of the 2024 budget in order to support website enhancements.

Comments by Board members:

- The 2024 projected 8% margin is a respectable one.
- Is there a reason to put intergenerational activity costs in the budget? Denise said, “no, not at this time. That will be pending thorough Board discussion and member input”.
- Members appear not to be interested in activities involving very young people, but may have other intergenerational preferences, including increasing the number of younger members.
- Denise Lishner reached out to other village directors and learned that some villages have attempted intergenerational initiatives, but without a great deal of success. We could find ourselves breaking new ground.
- The budget will likely be finalized in December.
- We could, by then, include some estimates of what it would cost for an “off-the-shelf” website, such as the one Leadership Tomorrow has, that includes managing membership functions.

Leadership Evaluation Discussion, Nancy Hooyman

For purposes of presentation and discussion, the emphasis was upon the process, which has been designed to influence future goals, activities, and impact by understanding what made our Board and other leadership, collectively, effective in the past. It will cover the time period of 2022 -2023. The evaluation is intended to emphasize outcomes and accomplishments to which the Board as a whole, the ED, members or other groups contributed rather than what individuals did.

Board members will do a self-evaluation consisting of ratings of a number of performance statements, that Denise Klein briefly reviewed. The conclusion of discussion was that this was primarily for individuals to assess and reflect on their own performance. In that spirit, and to allow for open ended responses in the self assessment, a few items will be added (e.g., “What have you done to be an effective Board member?” and “What would you do differently to be more effective?”) Debbie will summarize these responses and ratings (without any identifying information) and bring the results to the November discussion of the Leadership Evaluation Report prepared by Denise Klein. It will be icing on the cake for the newly-elected Board members to see the Leadership Evaluation results.

The ED will reflect on how she responded to findings of the 2021 evaluation and what goals she has for herself for next year. The Board will weigh in on that and all other aspects of the report, including accomplishments relative to the 2022-2024 goals.

This is planned to be an every two-year process, except that when a new ED is hired, the evaluation initially will be more frequent.

The Board voted unanimously to accept the process as outlined. Denise Klein stated that the October all member meetings should cover the Leadership Evaluation as well as the Succession Plan.

New Business

Bob mentioned the Fundraising Committee's recent meeting at which they discussed the themes for the fall campaign, and set a stretch goal of \$68,000. Bob encouraged Board members to make their gift, of whatever size, early (to be pacesetters for the campaign).

Bob also mentioned he would like to discuss the possibility of *Wider Horizons* partnering with the Braver Angels organization.

Member Input

Debbie brought up that two members mentioned in her presence they would like to see a Program Development Committee. Denise Lishner responded that when several members suggested initiating a program in the Village, she immediately contacted Denise K to get them started; other programs were started on their own. The Board instructed Denise to do two things via the Monday Memo or in some format: 1) Remind members that "it's your ideas that make activities and programs happen" and that she is there to support them; 2) ask the membership if they are interested in having or leading/serving on a Program Development Committee to supplement what individual members come up with.

Nancy thanked Jeanne Marie and John for attending the meeting from far away places and adjourned the meeting at 1:00 pm

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

Facilitator: Debbie Ward

Staff: Denise Klein

Next Meeting: Monday, October 9, 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 Fall is seeing even more of people getting together in small groups: dinners, happy hours, Scrabble, and the many small member meetings to discuss the Success Plan and Leadership Evaluation. Movie Group is resuming (**Denise Lishner** is the leader) and member-led walks are happening more often. Getting storytellers and moderators is like pulling teeth, though. Anyone have a story for October? Or perhaps you'd be a moderator?
- b. In addition to continuing the **Naomi Shiff** care plan, we organized something for **Barbara Oswald** (2-3 times a week) who is recovering from a bad car accident. Several of our members have knee surgeries scheduled and we are encouraging them to ask for support. Louise Andersen continues to be an important part of our care team and is helping several members for the first time. I am thinking we should offer her a discounted membership and perhaps do the same for all our volunteers.
- c. The Healthy Aging Group coordinated by **Judie Messier** and featuring geriatrician **Paul Beck** is very popular.
- d. **Richard Zerbe** has sunsetted the investment group but continues to help individual members.
- e. The couples Life Plan class will start on Tuesday, November 7 and meet 2 times in November and 2 in December. We may add a fifth session to take place in January. Our facilitator is Pat Hughes. I am cautious about member demand for the class at this point but we will plan to do another singles group in the late winter/spring. An article in the January Newsletter promoting the program may help spark interest.
- f. Our September Newsletter (the longest one yet) was very well-received.
- g. Our Forum Committee, chaired by **Susan Adler**, met in September. We've nailed down a forum with Tom Heller about his father's holocaust experience for December 10 and are working on arranging three other forums for the winter/spring. Your ideas are welcome!
- h. Somesuch Players (**Victoria Bestock** is still our beating heart) had a small but very enthusiastic read of *The God Committee* in September. In October, we'll be reading Ibsen's *Enemy of the People* from a script that a professional typist produced for us.
- i. Our evening all-member Zoom, hosted by **Bob Anderson** and **Susan Adler**, will resume on October 24. It takes place every other week at 7 pm.

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

- a. We are still at 122 members, with several hot prospects.
- b. Our fundraising campaign will kick off at the beginning of November. Several Board members have stepped forward and made their pacesetter gifts.
- c. The Nominating Committee is slating **Debbie Ward**, **Joe Garcia** and Valerie Costa (a younger non-member) as new Board members. **Tom Heller** is considering. A ballot will go out to the members in October after the Board meeting.

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** 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**.
- b. **Denise K.** also participated as a key informant vis a vis some strategic planning being done by Elderwise.
- c. And **Denise K.** also attended the book launch of a new book by Pat Hughes (affiliated the the Center for Ethical Leadership) on using gracious space to promote racial equity.
- d. We are continuing to distribute our *Housing Handbook* to prospective members and others (for example, the Marketing Director at Aegis Eastlake, thanks to a contact made by **Denise Lishner**).

Wider Horizons Success Plan

1. Background

A charge and structure for a Success Planning Task Force were drafted in late December 2022. The charge was adopted by the Board in January of 2023 (Appendix A). It created two task forces: the Retreat Planning Task Force and the Succession Planning Task Force. Both were considered basic to long term success planning.

The Retreat Planning Task Force was charged with developing materials and a structure for a May 2023 Board retreat. Its members met during the first quarter of 2023 and prepared the cultural norms document adopted by the Board at its March meeting (Appendix B). The Task Force members went on to prepare a retreat agenda that identified three key strategic issues, which, along with background materials, were provided for discussion at the retreat. The retreat produced a recommendation about when potential village structural changes would be addressed (as we approached 150 members¹).

The Succession Planning Task Force was asked to focus directly on preparing a succession plan for both a sudden ED transition and a more orderly one. Its members met in February, June, and August of 2023, and produced, reviewed, and adopted the materials described below.

2. A Sudden ED Transition

Our ED prepared an inventory of key information (an outline of which is attached as Appendix C) using a template recommended by the Succession Planning Task Force, as well as a list of members who agreed to take over key functions if needed. By August 2023, however, we had also identified Board member Jeanne Marie Thomas as the person who could fill an Interim ED position during an unplanned transition such as would occur if Denise Klein became suddenly incapacitated.

The ED has also been working on a Policies and Procedures Handbook; its outline is attached as Appendix D.

The above documents (and several others, see #3 below) were reviewed and approved by the Succession Planning Task Force in August of 2023 and forwarded to the Board for discussion and approval at its September 2023 meeting, along with the recommendations in Section 4 below. On September 11, the Board of Directors accepted the work of the Task Force. Their discussion led to changing the date for final adoption to the November Board meeting in order to allow as much time as possible for member feedback.

¹ We are now at 122 members. Some research indicates that at 150, engagement of individuals with each other is more challenging; see Wikipedia article about Dunbar's number: https://en.wikipedia.org/wiki/Dunbar%27s_number#Reactions

3. Other Task Force Products

These included an updated ED job description (Appendix E) and a summary report of interviews of other villages regarding their structure and staffing (Appendix G).

The Task Force also reviewed a sample job description for a potential position (Member Programs and Services Coordinator, Appendix F) that could be added in the future if member needs increase.

Recommendations

- A. 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 to cover a sudden departure of the ED. It also gives us the gift of a less pressured search for a new ED. Designated members will be available to help with administrative functions.
- B. Our Executive Director will decide when to hire, whom to hire, and what the job description for any additional staff will be. We have the financial resources and budget flexibility to take sudden action if that becomes necessary and our ED indicated she will be budgeting some additional funds for 2024. She would then bring a proposal for a budget amendment if additional funds seemed warranted.
- C. Work on the website in 2024 will be budgeted and viewed as one of the next logical steps in succession planning.
- D. We will look for potential committee and Board members who can assume financial and fundraising responsibilities in the future. Our bench needs greater strength in these areas.

The Board of Directors will ask members to review this Success Plan so their thoughts can be incorporated in it. Member ideas will be sought via writing; in small face-to-face group gatherings (all members invited); and in several Zoom sessions during October of 2023. The Plan will be finalized by the Board in November of 2023.

List of Appendixes

- A. Charge to the Retreat and Succession Planning Task Forces
- B. Cultural Norms (aka “secret sauce”)
- C. Inventory of Key Information
- D. Outline for Policies & Procedures Manual
- E. Revised ED Job Description
- F. Member Programs and Services Coordinator
- G. Summary Report of Interviews with Other Villages

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

SECTION I: GOALS

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. 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.

Not only did we continue to provide both individual support services and shared social and cultural activities, despite pandemic challenges, we added significantly to them:

- In late spring of 2021, we added a personal assistant, Louise Andersen, to our roster of contractors. Louise has helped a number of members with a wide range of tasks.
- In March of 2022, we added Janet Salsbury, an MSW social worker to our roster of contractors.
- Members have initiated a number of social and cultural activities since 2021, including a Healthy Aging monthly discussion group; an investment group; a members' art show; men's and women's coffee groups; one-time book, scarf, and jewelry exchanges. New groups (single session or multiple sessions) form (and end) all the time. In addition, individual members have organized field trips (e.g., galleries, restaurants, a recycling center). Members have also traveled together within and outside the state.
- Ongoing, regularly-scheduled groups include the Movie Group, Playreading Group, Book Group, Fiber Arts, Memoir Writing, and Bridge. Occasional Scrabble and gardening sessions occur. And the Storytelling Group meets during the dark fall and winter months.

B. Help members understand and implement available housing options.

In May of 2022, we published our Housing Options Handbook and distributed it widely, both locally and nationally (via the Village to Village network). The Handbook is available as a print-on-demand publication via the internet. We give copies to prospective members and others and have presented on several occasions to community groups the content of the Handbook.

C. Help members make their homes safer.

Our personal assistant and several members have helped members downsize and move. The Housing Options Handbook contains information on making one's home safer.

D. Help members prepare for serious health events and other life changes through group presentations and individual consultations.

- In 2023, we initiated a 4-session Life Planning Class for single members.
- We are offering the class to couples in fall of 2023.
- If demand is sufficient, we will offer one singles and one couples class per year beginning in 2024.
- Our social worker does individual consultations to help members deal with serious life changes.
- Our members and our ED also provide a listening ear and practical assistance to other members facing life challenges. The latter includes help understanding finances and selling or storing possessions.
- We refer members to community resources, including care management and residential housing options, to help them navigate particularly challenging situations.

E. Support members who are isolated or homebound

Not only have we continued to support a handful of members who are isolated and homebound, but we have discovered we have the capability to organize complex support teams composed of members, members' chosen family and friends, and paid help. This has not only helped individuals who receive support, but those members who participate or hear about what is going on are encouraged to know that such support is possible for them, should they need it.

Goal 2. For our organization:

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

A. Encourage diversification: age, race, gender identity, sexual orientation, income.

Our diversity remained about the same with respect to all of these dimensions. Our average age is now 78. We both gained and lost LGBTQ members and members of color.

B. Achieve member growth targets set by the board and maintain an effective orientation process for new members.

Our growth continued and we actually grew during the pandemic at a faster rate than we had previously.

	2015	2016	2017	2018	2019	2020	2021	2022	2023
# of Members	65	73	77	80	83	89	106	109	122
Yearly Growth		8	4	3	3	6	17	3	13
Yearly % Growth		12%	5%	4%	4%	7%	19%	3%	12%

As a result, at its May 2023 retreat, our Board of Directors noted that “if we bring in people who are jazzed to join, we will have healthy growth. We will grow by upholding our current cultural norms, which is what members enjoy about *Wider Horizons*.” They agreed to revisit the question of what new organizational structures should be considered to accommodate growth when we reached 146 members.

The Membership Committee was sunsetted in 2023.

C. Develop and communicate opportunities for engagement of members via affinity/interest groups; Board committees and task forces; member-generated activities.

Opportunities for member engagement increased since December 2021. More members initiated both discussion groups (healthy aging, investment) and activities (e.g., walking, art show, coffee groups for men and women, the Democracy Action Group¹). Once pandemic anxieties began to abate, members began gathering in each other’s homes and in restaurants to a greater degree than ever. About half our members are on a “dining together” list. Small group member meetings are held annually, both in person and on Zoom. We added an evening all-member Zoom.

Members served in meaningful roles on task forces and committees, including the Housing Task Force, the Social Work Task Force, the Finance Committee, the Fundraising Committee, the Forum Committee, and the Newsletter Editorial Board.

¹ Members have also affiliated with One Small Step (a Story Corps initiative) and Braver Angels (a national organization).

D. Periodically assess member satisfaction.

Member satisfaction remains high. Members have the opportunity to express their satisfaction at all member meetings and through other channels (see below).

E. Utilize multiple channels of communication.²

All the methods listed below are in play currently except for PODS, which, with the exception of Pod 6, no longer meet (a casualty of the pandemic). When members join, they are connected to others in their neighborhood and asked if they wish to be on the phone tree. The Monday Morning Memo and the Newsletter continue to be extremely popular. Some of the member affinity groups have their own listserv and more and more members use the overall listserv to communicate with each other.

F. Maintain a sustainable, stable financial foundation

Our Finance Committee meets quarterly. Financial reports are provided on a quarterly basis to the Board of Directors, which assesses the feasibility of ongoing and proposed WH activities, primarily through the annual budgeting process.

G. Develop 3-6 months of operating expense reserve

Our assets include \$90,000 in a CD, which is more than enough to cover six months of operations.

H. Maintain an active fundraising program

Our fundraising brings in a minimum of \$60,000 each year from two campaigns (spring and fall). In 2022, we exceeded the goal by more than \$20,000 and raised \$82,650. We have a track record of achieving our budgeted fundraising goals. A Planned Giving Fund established in 2021 has raised a total of \$95,000 in gifts, allowing us to begin a social work program and to fund other pressing member needs. In addition, several members have named Wider Horizons as a beneficiary in their will. We provided a seminar to explain aspects of estate giving to our members.

Few, if any, grant opportunities are pursued. Family foundations are looking for either more scalable projects or startups (and we benefited from that source during our first two years). Government grants come with too many reporting requirements and our small size makes us not ideal as recipients.

I. Develop an appropriate model of governance for the Board and an ongoing Board development plan.

See Section II for a list of the governance and Board development tasks that have been accomplished during the past two years.

² Telephone Tree; Monday Morning Memo; Zoom calls; Newsletter; Membership meetings; PODS; Affinity Groups; Website; Member Listserve

J. Develop a long-term leadership plan for the Board and ED.

The Success Plan, adopted in draft form by the Board of Directors at its September, 2023 Board meeting, contains recommendations that constitute the long-term leadership plan.

K. Define roles and responsibilities of Board committees.

A major project in 2022 was the document that outlines roles and responsibilities for the Board and the Executive Director. In addition, each standing committee and task force receive a formal, written charge from the Board.

L. Improve communications among members, Board, and staff.

The work that has been accomplished over the past two years has strengthened Board to member, Board to ED, and ED to Board communication. The communication among members varies by member interest, but the vehicles for communication (Phone Tree, all-member meetings, updated Membership Directory, Monday Morning Memo, Members ListServe, Newsletter, face-to-face gatherings) have grown.

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.

M. Seek opportunities for joint activities with other organizations in support of our mission and the Village concept.

N. Share our resources with the greater community to promote a model that works.

Members and the ED have participated a Zoom forums and community gatherings and provided information and leadership that promote the village model, as well as specifics like housing options. We have distributed our publications widely as well.

O. Publicize our events, successes, and outcomes in articles and the media to give us a wider presence and increase visibility.

Most of our events are attended primarily by our own members. Our Forums are publicized to our mailing list as well as to our donors and others. Our donors and prospective members receive our quarterly newsletter.

SECTION II: BOARD INITIATIVES

2022

A. ***New Purpose Statement***

Task Force led by Denise Lishner (Debbie Ward and Denise Klein were on the Task Force)
Began with all-member Zoom focus groups and phone tree member interviews
Some member written input and final review and adoption by Board members

B. ***Behavioral Norms***

Based on input from a 2021 Board Retreat facilitator, Janis Avery
Led by Jeanne Marie Thomas with active participation of ED
Members reviewed norms and submitted feedback which led to several additional norms
Board discussion over two Board meetings, then adoption

C. ***Roles and Responsibilities***

Came up as a very important issue at the 2021 Board Retreat
Task Force led by Jeanne Marie Thomas (Nancy Robb, Board member and Bill Lippe, member were on the Task Force); active participation of ED

2023

D. ***Cultural Norms***

Product of a Retreat Planning Task Force led by Jeanne Marie Thomas (Audrey Hansen, Nancy Hooyman, Denise Lishner, and Debbie Ward, member were on the Task Force); active participation of ED

E. ***Strategies***

A full-Board discussion of potential strategic questions to be discussed at the May 2023 Board retreat resulted in the prioritization of the topics below.

The Retreat Planning Task Force prepared three strategic questions on the top-ranked Board topics for retreat discussion. See the attached Retreat Notes for the disposition/resolution of these questions.

Question 1: *More members will need help over time. Illnesses can emerge suddenly and unexpectedly. Or a chronic condition can take a turn for the worse. What is the role of Wider Horizons in responding to increasing needs?*

Question 2: *What do we think constitutes healthy growth for our organization?*

Question 3: *Should we aspire to be a more intergenerational organization?*

1. What were the major accomplishments from 2022-23 and what effect did these have on the health or functioning of the organization?

A. Goals

- How did members contribute? Not every way, but the ways that were most important or had the most beneficial effect on the health or functioning of the organization?

B. Board Products

- A new statement of purpose
- Behavioral norms
- Roles and responsibilities
- Cultural norms (our “secret sauce”)
- Strategies discussed at the May Board Retreat (increasing needs of members; healthy growth; being more intergenerational)¹

2. With respect to the Board Products:

- A. How did these affect productivity?
- B. Personal interactions?
- C. Board, ED, and member satisfaction?
- D. Board and ED interactions and communication?
- E. How did Members or the ED contribute?
- F. Which made the most difference?

3. Looking Forward

- A. 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.)?
- B. What new areas should be explored or tackled in 2024?²
- C. When and how should goals be set for 2024 and beyond? (Board goals; organization goals; ED goals)?

¹ Let me know if you want more detail from the retreat prep or retreat notes.

² At the retreat, two areas were identified for further exploration: health advocacy and tactics for attracting younger members.

WIDER HORIZONS SUCCESS PLAN

Our “success plan” consists of a Succession Plan and a Leadership Evaluation. It serves several purposes, including:

1. providing evidence to all stakeholders that the organization has thought through issues of growth and transition;
2. giving a sense of security to members and donors that the organization will continue to operate successfully and from a position of strength even after the founding leadership departs;
3. making sure that a leadership transition is planned for and is smooth and orderly and that key functions do not go unaddressed.

Succession Plan Discussion Questions

Question 1: Does this Plan and the other Board-developed products sufficiently cover these purposes?

In addition to the Plan and the products attached as appendixes, the Board is committed to initiating discussions, when we are approaching 150 members, about possible future organizational structures that might differ from the present one.

Question 2: What other information would you like?

Question 3: What else would you like to see by way of preparation for the future of our village?

Leadership Evaluation Discussion Questions

Question 1: Having reviewed the Leadership Evaluation, do you feel good about what the organization has accomplished?

Question 2: What stands out for you?

Question 3: Are there areas in which you think we could do better? If so, what would you like to see addressed in the future?