

ATTACHMENT 1

A G E N D A Wider Horizons Board of Directors Monday, March 11, 2023		10:30 am – 1:00 pm Zoom: http://tinyurl.com/kdhhcj7b	
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 (Att. 2) • Executive Director's Report (Att. 3) • Addition to the Norms (Att. 4) • Resolution to purchase a \$50,000 CD (Att. 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	Finances <ul style="list-style-type: none"> • Review Amendment to the 2024 Budget (Atts. 6a, 6b) • Present a strategy for engaging Board members in budget planning and oversight 	Denise Klein and Jeanne Marie	Adopt amendment to the 2024 Budget and discuss a financial engagement strategy for the Board.
11:30	B R E A K		We have the strength to go on.
11:40	Denise Klein Self-Evaluation (Att. 7)		The Board has discussed Denise's self-evaluation and provided feedback.
12:10	Retreat Planning <ul style="list-style-type: none"> • Goals (Att. 8) 	Nancy Hooyman	Board members understand the plans for our April Board Retreat and decide if Goals 1 & 2 are worded correctly.
12:30	Website Evaluation (now Digital Infrastructure) Task Force	Val Costa	Board members are updated regarding our digital infrastructure review.
12:40	Member Input	All	
12:45	New Business	Debbie	

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

Next Meeting: Retreat, Monday, April 8, 2024 – Gather at 9:00 am for coffee, etc. Begin retreat at 9:30 am and end at 3 pm, followed by a Happy Hour. Retreat will be at Aegis Lake Union

Attachment 2

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

Monday, February 5, 2024
10:30 am – 1:00 pm
Zoom

President’s Report, Nancy Hooyman

In November, we decided to have fewer agenda items to leave more meeting time for in-depth discussion. Allowing enough time for agenda items enables more meaningful dialogue.

We will review Board norms to determine if anything needs to be added. I was reminded of the importance of relying on our norms when I failed to stay in my lane as Board Chair, which led to conflict with a Board member. Fortunately, the norms were an excellent guide to a direct and clear conversation with the Board member about a concern with my actions. We stayed in our lanes, and spoke for ourselves. Our norms serve as an excellent guide to keeping our work transparent, inclusive, and constructive.

In January, in describing a certain 93 year-old woman, we recognized the value of being open to new possibilities as a Board “in a world blooming with possibilities” I recently read Dan Ariely’s book *Misbelief: What makes rational people believe irrational things*. I wanted to understand why voters remain so supportive of Trump despite evidence contrary to their own self-interests. I gained enhanced insight about the emotional, cognitive, personality and social factors that drive people down the funnel of false information and mistrust.

I also realized how we on the left with our partisan politics and our own interpretations of truth, also may entertain alternative facts that fit our worldviews. Misbelief appeals to something innate in all of us and is not just a problem of misinformation. Combating misbelief requires a strategy rooted in empathy, not conflict, as well as *interrogating* our own convictions. Recognizing our own misbeliefs will enhance our own deeper listening and discussion and our openness to new possibilities.

Consent Agenda

The consent agenda was adopted unanimously. John said that the Board never received a 3rd Quarter Revenue/Expense report. Jeanne Marie apologized and Denise K. presented the year-end Profit and Loss and Balance Sheets which had been mailed. The time frame for presenting the financial reports will be made explicit in the calendar and followed more closely in the future.

Executive Director’s Report

Denise K. indicated there is more time for discussion when there are fewer agenda items. Recalling an incident at the last meeting involving a conflict, she emphasized the importance of staying in one’s lane, one of our norms. This in turn shows the importance of reviewing our norms periodically. A discussion followed about misbelief on both sides of the aisle, and how with stress we are more prone to mischaracterization.

Review Board Norms and Secret Sauce, Jeanne Marie

Many of the norms and elements of the secret sauce were born out of a very challenging year, 2021-22. Two issues that Board members brought up that were not covered in the Board discussion are 1) feeling that they are not always heard, and 2) decisions are sometimes being made “off-line.” An anonymous concern that emerged was that some Board members don’t always feel they are able to express their opinions. How can we be sure to engage those who don’t feel comfortable speaking up? Some people are quieter and process things more slowly, and sometimes we close a discussion too quickly. We decided that the meeting facilitator should ask before moving on to the next item if anyone else has anything to add. And rather than speaking for another, let the person have the opportunity to speak for themselves.

As for decisions made off-line, we need to be cautious about bringing forth issues that are anonymous. We should make sure the Board is aware if an issue is bubbling up. If one of us hears about a problem from a member, that member should be directed to the person most directly responsible.

Review New Social Work Resources/Ways to Market Social Work to our Members, Denise Klein

Janet Salsbury has concluded her time with us and will be replaced by three expert social workers. Brandy McKinney will work on contract, and we will pay for her time with Denise prioritizing needs that come up. Members can contact her directly, which works well for those who are hesitant to go through Denise K. Carin Mack, a recently retired and very accomplished social worker will be available to consult with Denise K. pro bono. Amy Astle-Raan is a very skilled clinical geriatric social worker whom we may pay for services for those who can’t afford them; others can pay privately (\$100 hour on Zoom; \$125 in-person). Members will go through Denise K. to access services from Amy. Services obtained previously by members through Janet Salsbury included finding a better housing situation, and dealing with issues related to adoption and family of origin. The option of paying through insurance will be explored. While some were concerned about ensuring those who need the services the most can obtain them, Denise K. was more concerned that the social workers will be underutilized. She will promote the benefits to members through various means, giving good examples of what they can provide.

Retreat Planning Task Force

Nancy H. announced that the Retreat Planning Task Force consists of Denise Klein, Debbie, Nancy Hooyman, and Joe. Hilary Bernstein has been asked to facilitate the retreat. Denise K. will secure a location.

What are the issues to consider for discussion at the retreat?

1. New goals for 2024-2026
2. Recruitment of younger members
3. How to enhance our community impact

Denise Lishner suggested looking further at housing for members with changing needs, which Denise K. said fit under the larger question of identifying things needed by members that we can offer (currently Goal 1). Debbie added that this includes housing, health advocacy, and

caregivers. How do we make these more systematic? How can we codify important lessons that we have learned from assisting members with greater needs such as Naomi and John and Nick? How do we do this currently and where is it not working? Jeanne Marie said these and issues such as loneliness are very important but are not necessarily retreat topics. The ED, in collaboration with social workers and other members, can help people address problems such as these. We need to differentiate what is programmatic (ED responsibility) and what is a Board responsibility.

Update on Website Evaluation Task Force, Val Costa

Val briefly presented the Task Force Project Plan and asked for input. Joe wondered if we could have a face or fingerprint ID rather than a log-in. Val said she didn't think that technology was available for websites, just for apps. Jeanne Marie called attention to the fact that the language on the website needs updating. Audrey asked if user requirements would be defined. The answer was "yes."

New Business

Denise K. briefly reviewed income and expenses for 2023. We had \$215,000 in assets at the end of 2023, having added an additional \$41,500 (excess of income over expense). Another CD (for \$50,000) has been acquired through Home Street Bank.

Nancy H. commented this meeting demonstrated the value of meeting in person. She adjourned the meeting at 1:00 pm

Attended: Susan Adler, Val Costa, Joe Garcia, Audrey Hansen, Nancy Hooyman, Denise Lishner, Nancy Robb, John Rochford, Jeanne Marie Thomas, Debbie Ward

Facilitator: Debbie Ward; **Staff:** Denise Klein

Next Meeting: Monday, March 11, 10:30-1, Memory Hub

Board and Committee/Task Force Norms

Engage in your Board role

1. Arrive on time and avoid distractions when on Zoom.
2. Read all materials for understanding.
3. Ask clarifying questions before the meetings.
4. Get a briefing if you miss a meeting.
5. Reach out to Village members regularly to listen to their needs and interests to influence your Board decision making.

Acknowledge each other

1. Listen deeply.
2. Recognize each other's contributions and offer credit when appropriate.
3. Be open to opinions that differ from yours.
4. Fulfill your responsibilities; don't do someone else's job.

Stay in Your Lane

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

Speak intentionally

1. Be concise, avoid repetition, and share the air time.
2. Voice dissent during, rather than outside of, meetings.
3. Raise interpersonal complaints directly with those involved and get assistance in doing so if needed.
4. Keep content of executive sessions confidential.

Promote positive results

1. Carefully identify problems and present potential solutions.
2. Don't represent other people. Each person can speak for themselves.
3. Give clear instructions to committees and task forces, with timelines.
4. Support Board decisions, even when you are not in full agreement.

Facilitator Engagement Norms

The Facilitator will help members follow conduct norms as well as:

1. Manage discussions according to the times in the agenda unless there is agreement to revise timeframes at the meeting.
2. Call on Board members in the order they have raised their hands.
3. Engage Board members who have not spoken during a discussion.
4. Intervene in a constructive manner if tension arises in the discussion.

Board Organizational Norms

Meeting Preparation and Communication

1. Requests to add items to the agenda will be made to the President two weeks in advance of meetings.
2. There will be a time on the agenda for new business.
3. Each Board agenda item will identify a desired outcome, and this will be the focus of Board member remarks.
4. Information items not requiring action will be included in the packet, separate from the consent agenda.
5. Updates and reports will be sent in writing to the President and Executive Director at least a week before the Board meeting.
6. Board packets will be sent to the entire membership and to the Board via email 5 days before Board meetings.
7. Board packets will include context and background as needed for transparency.
8. Members should ask questions of the Committee Chair before requesting removal of an item from the consent agenda item for discussion at the Board meeting.
9. Minutes will list topics that are flagged for attention at a later time.
10. Minutes of Board meetings will be sent to Board members for review within one week of the meeting. Two days after that, they will be sent as “draft” to all WH members.

How We Work Together

1. Key work assignments, such as to ad hoc committees, will define the project scope, rationale, project lead, and outcome. At the following Board meeting, the assigned lead will present a timeline and process for engagement of the Board, and may also include engagement of members and others, as deemed appropriate.
2. Simplified Roberts Rules of Order will be followed in decision-making.
3. The exact wording of a motion will be stated before a vote is taken.
4. Committees will make regular reports to the Board according to a routine schedule. If there is a delay in a report, the Committee Chair will communicate the reason for the delay to the Board.
5. Time will be taken to regularly celebrate together.

Attachment 5: Resolution

March 11, 2024

Resolved that the Board of Directors of *Wider Horizons* request that Denise Klein purchase a certificate of deposit from Home Street Bank in the amount of \$50,000. We understand that the interest rate is 5% or more.

Denise Lishner, Secretary
Board of Directors

Attachment 6a

Amendment to the 2024 Adopted Budget

3.7.2024

	A	B	C	D	E	F
1		2023 Budget	2023 Actual	Adopted 2024	Proposed 2024	
2	Income					
3	Donations	\$60,000	\$101,667	\$60,000	\$70,000	
4	CD Interest			4,300	\$5,729	
5	Personal Ass't	\$3,100	\$4,027	\$3,200	\$5,000	
6	Member Dues	\$52,000	\$44,962	\$55,000	\$55,000	
7	Program Service Fees		\$482	NA	NA	
8	TOTAL INCOME	\$115,100	\$151,138	\$122,500	\$135,729	
9	Expense					
10	Bank Svc Chgs	\$400	\$251	\$200	\$300	
11	Events	\$1,500	\$1,991	\$2,500	\$2,500	
12	Contributions	\$700	\$500	\$700	\$700	
13	Insurance	\$1,400	\$1,640	\$1,840	\$1,800	
14	Website	\$2,000	\$2,070	\$3,000	\$3,000	
15	Taxes	\$250	\$68	\$250	\$100	
16	Meals/Entertain	\$750	\$1,258	\$1,000	\$2,000	1
17	Office Expense	\$5,500	\$6,197	\$5,500	\$7,000	2
18	Wages	\$70,000	\$70,239	\$80,000	\$80,000	
19	Additional wages re DK rent comp.				\$7,050	3
20	Other Payroll	\$8,431	\$6,364	\$9,700	\$11,350	
21	Additional payroll re DK rent comp.				\$650	4
22	IT	\$2,300	\$2,266	\$2,500	\$2,500	
23	Accounting	\$4,000	\$4,738	\$4,800	\$5,200	5
24	Other Professional Services		NA	\$2,500	\$2,500	6
25	Local Travel	\$1,000	\$20	\$100	\$100	
26	TOTAL EXPENSE	\$98,231	\$97,602	\$114,590	\$126,750	
27	Net Income	\$16,869	\$53,536	\$7,910	\$8,979	7
28	PGF Budget					
29	Member Support	\$7,500	\$8,787	\$10,000	\$10,000	
30	Website Planning	NA	NA	\$2,500	\$2,500	
31	Program Assistant	NA	NA	NA	\$15,000	8
32	Life Plan Consultant	\$2,000	\$0	\$4,000	\$5,000	9
33	Social Work	\$10,000	\$3,216	\$20,000	\$10,000	10
34	Total PGF	\$19,500	\$12,003	\$36,500	\$42,500	
35	PGF Balance		\$ 59,759	\$ 35,262	\$ 29,262	11
36						

Attachment 6a

Amendment to the 2024 Adopted Budget

3.7.2024

	A	B	C	D	E	F
37						
38	Notes					
39	1 - includes interest on 4-mo CD purchased in January					
40	2 - adjusted upward to account for increase in restaurant prices					
41	3 - wages adjusted upward to account for office space compensation; \$705/mo. for 10 mos.					
42	4 - increased benefits for wage increase above (office space compensation)					
43	5 - Bookkeeper is doing more for us to assist ED					
44	6 - Board Retreat Facilitator					
45	7 - bottom line is affected by additional revenue budgeted as well as expenses adjusted upward					
46	8 - this is something that may, but may not, happen; it will depend on workload of ED					
47	9 - added increased compensation for Life Plan facilitator					
48	10 - social worker compensation based on reduced expectation of demand, given 2023 actual					
49	11 - PGF balance end of 2022 was \$71,762; PGF expenses for 2023 were \$12,003; 2023 balance = \$36,500					

Attachment 6b: Background for Space Cost Calculation at the Gatsby

2024 Average Cost per Square Foot for Office Space in Seattle is calculated as:

\$38.25 (LoopNet) \$43.15 (Commercial Café)

The low range is \$22. and the high range is \$54.

Cost differences are due to location, condition of the building and amenities.

The Gatsby would be classified as Class A Office Space due to its central location, accessibility for people with disabilities, and its high building grade and aesthetic qualities.

Based on the square footage of the apartment space to be used as an office (during business hours), calculated as a portion of the rent of the Gatsby unit, a conservative monthly office space rental cost is \$32.50 per square foot, which amounts to an annual cost to Wider Horizons of \$11,863. (Due to federal rules, this rent reimbursement must be made in the form of salary, thus Wider Horizons will pay FICA and Medicare as an employer contribution). This low rate was chosen as a reasonably affordable option for Wider Horizons. This rate does not include utilities.

Denise is proposing \$9,760 per year (approximately \$29/square foot) as a more sustainable option for Wider Horizons.

Salary and Space Rental History

	Denise K. Salary	Space Rental	
2015	\$ 38,030	\$ 18,750	
2016	\$ 42,000	\$ 22,785	
2017	\$ 35,492	\$ 6,000	1
2018	\$ 42,660	\$ 6,000	
2019	\$ 49,388	\$ 6,000	2, 3
2020	\$ 50,000		
2021	\$ 54,000		
2022	\$ 62,400		
2023	\$ 70,239		
2024	\$ 80,000	\$ 7,700	4

Notes

- 1 Our model changed significantly in 2017: We went from 2 to 1 staff; rented meeting space from the Central Area Senior Center (CASC); and Denise K. home became WH office from then on
- 2 More changes: Ceased renting space from CASC; Denise home @ Gatsby became meeting/social space, as well as office space
- 3 In August of 2020, Denise moved from Gatsby and held almost no meetings in her home
- 4 Projected for 10 months; annual, if approved would be \$9,760

Attachment 7: Denise Klein Self-Evaluation for the period Jan 2022 - Feb 2024

Executive Summary:

Our highly-successful village owes a great deal to me and my job performance, which is outstanding.

The organization is in terrific shape with respect to:

- ✚ Size
- ✚ Member involvement
- ✚ Member excitement and appreciation of how the village has changed their life for the better
- ✚ Finances
- ✚ Relationships
- ✚ Reputation
- ✚ An unusual and unusually effective model of community-building and self-help

The area for greatest improvement, in my opinion, is to continue to deepen my listening skills, holding back my opinions as long as I can.

I will observe that we have a very dedicated and high-functioning Board. In terms of what the Board can offer to me by way of support, beyond what is already a considerable amount, it is to reflect more on what is their specific job and what is mine.

There are complexities and ambiguities about my job and my performance that impinge on an evaluation, including a self-evaluation:

1. I am a founder.
2. I am a member.
3. I've been involved with the village since 2010 when the concept was being developed by the Horizon House Board.
4. I am the only person who knows all 125 members and I have friendships with many of them, often pre-dating their joining. In fact, a substantial number of our members joined because they knew me—sometimes quite well.
5. I have an unusual range of skills and knowledge (from very abstract policy questions to very nitty-gritty details of implementation) and I enjoy using all of these skills.
6. Some of the interactions, even sustained interactions, I have with members carry a high degree of confidentiality. Individual members' interest in and desire for confidentiality is highly variable. This may impede Board member understanding of what I do with individual members.

7. Some Board members have little understanding of what I do and how I do it. Others have more. This varies by how active the Board member is, how deep my relationship with that individual is (and how much they trust my judgment), and how engaged the member is in a particular activity related to my specific work.
8. That leads some Board members to believe that the work of helping others is not approached in a systematic fashion by me, when it is highly systematized but highly individualized. I am committed to that approach.
9. Despite the complexities, ambiguities, and differential understanding of what I do and how I do it, I understand that I am valued as a person and as an ED.
10. In fact, I am so valued that I have to deal with:
 - a. Anxiety about what will happen when I can no longer serve in this role
 - b. Including how will my particular broad range of skills be replaceable
11. I am always open to constructive feedback, consonant with our behavioral norms. I recommend an annual conversation about how we can strengthen our collective legacy (which has resulted in our gem of a village) replace a formal evaluation. A formal evaluation may be needed at a future point—for example if it is noticed that my work is “slipping.” But the every two year evaluation consumes too much of my and others’ time for the value that results.

Finally, I have recently learned that several Board members do not understand how I do my job and are under the mistaken impression that I do not have systematic and effective methods for linking members with needed resources. That is not surprising since I approach this part of my job as more art than science, despite having concrete lists of resources. I rarely share a list when a member is in extremis because that is not a good idea.

Furthermore, despite extensive work on Roles and Responsibilities, Board members (even leaders—who also seem bored with the focus on Norms and Roles) continue to reach conclusions about problems they think need to be solved and embark on initiatives without a clear problem definition and without consulting me first.

I think this happens, in large part, because the beating heart of my job (helping members lead their best lives and implementing specific ways to do that) is more interesting than the majority of the work that Board members are specifically responsible for doing and overseeing.

Hilary Bernstein, who will facilitate our April retreat, has advised me to address that issue by devoting five minutes at each Board meeting giving information about what I do and how I do it. I think that would be a good idea. I stopped reporting in person several years ago, and, while I believe Board members read my written report, I don’t think that report sheds the kind of light on the above that a brief in-person statement would do.

Detailed Process Self-Evaluation based on our Current 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.*

This role continued to be the beating heart of my job. While assisted by members, and occasionally by Board members, I have been fully responsible for this goal, operating as directed by the occasional policy adopted by the Board.

My work during the 2-year evaluation period involved assessment and plan development for a handful of frail, ill, and dying members (a total of about one dozen in the nearly nine years we have been in operation). I have worked closely with at least two or three other members who were health care advocates for these members. I also worked with a member of our Board of Directors who provided both health advocacy and other valuable services to another member. Primarily, though, I rely on expert community resources with which I am familiar given my nearly 50 years working in the field of aging (locally, statewide, and nationally).

It is important to note that, at present, I and another member who serves as the health care advocate for a particularly compromised member, have also worked closely with that individual's Durable Power for both Health Care and Finances. We are a close-knit team which allows us to continue providing assistance when we might have just given up because of the challenges.

During the time period, 2022-2023, we added several support services and social activities:

In March of 2022, Janet Salsbury's services were added to our resources. Janet was an MSW social worker whom we hired as a contractor after a process that included a member-led interview group. Janet's services were budgeted at 10 hours a week but actual use fell far short of that, despite the fact that she met with virtually every member individually. Those members (a dozen or so) who consulted with her found that she added considerable value. I worked closely with her on several "cases."

In January of 2024, after Janet moved on, I created a set of social work resources consisting of three skilled professionals. Those were publicized to our membership beginning in February.

Our personal assistant, Louise Andersen, continues to be a highly-valued resource and, increasingly, we have covered her services for members whose incomes are limited (while others continue to pay her privately). Louise is flexible and has a number of skills that serve our members well.

An opportunity arose in 2023 to help a frail member by providing a comprehensive team of caregivers (including paid professionals and member volunteers). I was fortunate to recruit a retired internist to serve as medical advisor to this team. Our team has followed this member from home, to ER, to hospital, to assisted living, to home, to hospital, to skilled nursing, and home again, and, sadly, back to the hospital. The amount of volunteer support has declined, and the amount of paid professional time has increased as this member has grown more medically-compromised. I assisted the member in finding the right home care agency.

Members initiated a number of social and cultural activities, with both minimal and more significant support from me...including a Healthy Aging monthly discussion group; an investment group; a members' art show; and a Women's Coffee group. In addition, individual members have organized field trips with my assistance (e.g., galleries, restaurants, a recycling center). Members have also traveled together within and outside the state.

Often my support of these activities consists of publicity and logistics. But sometimes, the member and I collaborate more deeply, as with the work I've done with a Board member (and, to a lesser degree, other members) on health care advocacy.

I have initiated trips to restaurants and movies (these are popular with a segment of our members), as well as taken responsibility for the implementation and operation of several program areas and programs (Life Planning, Social Work, storytelling).

In summary, I believe these activities, which fall under my general direction and support, are what is most responsible for the enthusiasm with which our members describe their experience of Wider Horizons.

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). This work was done by a Task Force spearheaded by a Board member and involving a half dozen or so other members. I co-edited the Handbook with the Board member who led this process.

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. We recently re-printed it because it has been such a valuable resource to members, prospective members, and family and friends of members.

C. Help members make their homes safer. Our personal assistant and several members have helped members downsize. The Housing Options Handbook contains information on making one's home safer. We recently reprinted that Handbook.

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

Our *Planning for a Serious Health Event* Handbook, spearheaded by a Board member and involving a half dozen other members, is still in demand. It is a rich resource. I co-edited the publication with the Board member/leader.

In 2023, we initiated a 4-session Life Planning Class for single members. A Board member provided important leadership and I, implementation. We are now conducting our 3rd class and it is very popular (though I don't know if it will continue to draw the requisite 8 participants indefinitely). We may explore other modalities of delivery, since scheduling 4 every-other-week sessions can be challenging. We may also explore offering this program to non-members for a fee.

Our social worker does individual consultations to help members deal with serious life changes. I recruited that individual, as well as other specialized social work resources.

Quite a few of our members and I also provide a listening ear and practical assistance to other members facing life challenges. The latter includes help understanding finances and obtaining medical equipment and supplies.

I often refer members to community resources, including care management, health insurance counseling (I do some of this myself) and residential housing options, to help them navigate particularly challenging situations. This is not difficult since I have worked in our community in the field of aging for almost 50 years and know its aging resources.

At least one other member, a Board member at the time, is a rich resource for residential options.

The same Board member and I developed a financial spreadsheet comparing the costs of assisted living with home care and that has proven helpful to several members (as well as to prospective members and donors). It is proving popular with our Life Plan class attendees.

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 or 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

We are as diverse as we have ever been, which is to say, not all that diverse. We are having some success at age diversity; have lost a bit of ground with respect to racial diversity; income diversity has stood at 25% for quite a while. We've only ever had one person who openly identified as transgender, gender queer, etc. However, we are increasing exposed to younger non-binary people, some of whom are our relatives. Our diversity in terms of sexual orientation is stable. In our early years, we tried very hard to be as diverse as possible—with little success.

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

We are growing and at last year's Board retreat, for the first time, there was agreement that growing organically was the correct strategy. I believe our orientation process for new members is adequate.

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

We are especially strong in terms of member-generated activities, which I support to the extent I am asked to do so. Members who lead affinity groups recruit new members and we do a particularly good job of getting those folks to come to the Men's and Women's coffees.

D. *Periodically assess member satisfaction*

I have a large file of member endorsements (see below for one by a couple who joined a year ago and are actively recruiting others).¹ Members are donating more than ever. Small group discussion sessions held in 2023 provided a good opportunity for members to express their likes and what they would like to see more of. Our voluntary turnover is primarily among people whose lack of engagement seemed to be primarily by their own choice. It is interesting to note that several members who move out of Central Seattle have chosen to continue their membership.

E. *Utilize multiple channels of communication (Telephone Tree, MMM, Zoom calls, newsletter, member meetings, pods, affinity groups, website)*

High marks here, although even more communication would be welcomed by some of our members. What is most notable to me is the increase over time, as relationships deepen, in how much members see and desire to see each other.

F. *Maintain a sustainable, stable financial foundation (regular reports to the Board; assessment of cost/risk/feasibility of ongoing and proposed WH activities)*

Our performance with respect to fundraising is nothing short of astonishing and I will claim a great deal of credit for that. Several Board members have also been instrumental in our fundraising success. The financial reporting to the Board is less consistent than it should be. I don't really know what is meant by the last sentence here. I report to the Board about under-utilized new programs.

In addition, for the past several years, we have had a healthy bottom line and increased our expenditures for contracted services, as well as my salary.

G. *Develop 3-6 months of operating expense reserve – **ACHIEVED***

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

We and I are generous and leaderly in our relationships with other villages (including those in other geographic areas, by providing technical and emotional support to them as they develop). And we are also generous with other local organizations via our members' interests and

¹ We joined 18 months ago and have become active, both remotely and in-person. It has become important to us both and we have made new friends – universally interesting and interested folks. The appeal – determination to age in our own homes as long as possible and willingness to engage and encourage and assist others to do the same – seems to attract a very active and thoughtful sort of person. It's amazing to catalog the variety of backgrounds and interests among those we have met and now count as acquaintances if not close friends.

charitable activities, which I support. I respond enthusiastically to all opportunities to make presentations to community groups. We garner some but not a great deal of publicity. This is not an area I have emphasized, in part deliberately since I believe that what works for recruiting is mainly satisfied members who then do the recruiting via word of mouth. The village concept is a difficult one to explain to people in general—though those seeking community readily grasp it when given the opportunity in a personal encounter.

The primary way we currently look after the well-being of our larger community is through our Democracy Action Group, including its postcarding activities, in which we encourage non WH members to participate. One Small Step and Braver Angels. These are activities initiated by members and I offer minimal support. I have advocated for and facilitated the use of our financial resources, in modest amounts, to support all of these activities.

We distribute our Handbooks and other publications far and wide, usually at no cost.

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.

Goal 2. For our organization:

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

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.