2026 CASC Nominees



Nancy Glaser

The 2026 Board Election will be on Wednesday, November 18 at 1:15 PM. Active members are invited to vote for 5 of the 8 candidates. Absentee Ballots can be secured at the Front Desk.

the central

References: (list of three people, not related to you, whom you have known for at least one year :)

1) Name: Carol ANDERSON

Phone/Email: [redacted]

2) Name: Kathleen Nyhus

Phone/Email: [redacted]

3) Name: Sylvester Hull

Phone/Email: [redacted]

Birth date: [redacted]

Sex: [] Male [] Female [redacted]

Disability: NONE

Name of Spouse/Significant Other: n/a

Children's Names: Devin Glaser; Brycie Kasota

Please return this form to:

Address: CASC Board Chair
c/o Central Area Senior Center
500 30th Avenue South
Seattle, WA 98144

This application is also available online:
www.casrcenter.org

For more information, contact CASC.
at (206) 206-726-4926

For more information about CASC, please visit our website: www.casrcenter.org

08/2025

Central Area Senior Center
500 30th Avenue South
Seattle, WA 98144

A Call for Board Members

central
AREA SENIOR CENTER

Mis[redacted] CASC infuses warm friendships, healthy activities, and joyful experiences into the lives of mature adults.

CASC engages and enriches the diverse communities of Seattle and the Pacific Northwest

Central Area Senior Center (CASC, The Central) welcomes expressions of interest for its Board of Directors. **CASC** serves as a neighborhood gathering place for non-profit, civic, and social organizations. A rich diversity of neighborhood groups and individuals access the center daily. The Central engages, serves, and bridges the gaps between the historical founders of the center and that of new and emerging communities in a changing landscape.

The CASC Board of Directors strives to represent the racial, ethnic, geographic, social, and economic diversity of the residents of King County, as well as a broad base of community interests.

The Board consists of up to nine (9) volunteers, including retirees, who have the knowledge, expertise, and specific skills to benefit CASC. Board members must be 50 years or older and reside within King County.

Prospective board members should hold a broad vision for the potential and development of CASC. Our legacy of community service began in 1968 when African American civic activists observed that the Central District needed a place for our elders to meet and socialize. From the beginning, The Central has been a place of support, community, fellowship, and celebration. The role of board membership is competency, to provide policy and fiduciary oversight in the interest of The Central.

THE GREAT DIVERSITY OF MEMBERS, PROGRAMS, ARTS, CULTURE, MUSIC, FOOD, EDUCATION, ACTIVITIES AND THOUGHT CREATES A THIRST FOR LEARNING NEW THINGS WHILE ENGAGING IN BOOK CLUB, CURRENT EVENTS, AND HAVING FUN AT THE CASC. THE BOARD IS WORKING TO ASSURE A STABLE, LONG-TERM, STRONG FINANCIAL BASE TO ENABLE CASC TO THRIVE AND REACH SENIORS.

Terms of Office: Appointed members serve at least one three-year term, with a maximum of two consecutive terms but must rotate from the Board for at least one year following two consecutive terms. Board members are not compensated for their work on behalf of CASC. They serve on a volunteer basis.

Time Commitment: This is an active, working board; and members are expected to contribute to both Board and committee work. Board members will be expected to attend activities during the year, established by the Board of Directors and CASC staff, including Board Orientation and planning retreats. Board members are expected to make an annual monetary pledge, to participate in board and committee meetings, regular events and periodically shoulder other workloads as an active board member, committee chair, or member.

Upon acceptance as a board member, members are required to sign a commitment agreement and agree to a Washington State Patrol background check.

If you are interested in getting involved, but don't have the time to serve as a member of the Board, you are invited to express interest in serving on a Board Committee, which will provide valuable input to CASC from a variety of backgrounds.

Please send this form with an updated resume and a cover letter describing why you qualify as a board member and what contributions you can make.

Check all boxes representing your skills and prior experience:

- ☑ Community development/outreach
- ☑ Fiscal management
- ☑ Free-speech issues and activism
- ☐ Fundraising and fund development
- ☑ Personnel and Human resources
- ☐ Legal issues
- ☐ Media literacy
- ☑ Facility management/capital needs/planning
- ☑ Nonprofit ~~management~~ BOARD
- ☑ Public relations and marketing
- ☑ Strategic planning
- ☑ Volunteer program development
- ☐ Social media experience
- ☑ Community education & training
- ☐ IT and Technology knowledge
- ☐ Senior programs, special needs
- ☐ Health and Wellness

Name: NANCY GLASER

Business Affiliation: Retired / City of Seattle

Address: [redacted]
Seattle, WA 98118

Work phone: ____

Home phone: [redacted]

E-mail: [redacted]

Education & Training: MA in Economics · Harvard University; BA in Economics; Michigan State Univ

How are you familiar with CASC?
- Bridge playing community
- Attend membership & board meetings
- Written requests to Board

Memberships and volunteer involvement in CASC, charitable/professional/community/civic organizations:
- Member of CASC
- Past Seattle Univ Board Member
- Volunteer more than 15 years with Seattle Theatre Group
- Volunteer @ Town Hall

Membership of any City, County, or State boards or commissions and dates of terms:
n/a

Demographic Information (please check all that apply)

☑ Seattle ☐ King County/City ____

☐ North ☑ South ☐ East ☐ West ☐ Central

Race: ☑ White ☐ Black/African American

☐ Asian/ Pacific Islander ☐ Hispanic/Latino

☐ American Indian/Alaskan Native ☐ Other____

Cultural Affiliation: ☑ LGBT ☐ Biracial

☐ Multicultural

(see other side)

Nancy Glaser's Board Letter Application

I, Nancy Glaser, am running for the CASC Board of Directors because it's critical that the Center's Board exercise its Fiduciary, Governance and Financial Oversight Responsibilities.

Board Fiduciary Duties
Duty of Care: Attend meetings, review financial records, and make smart, informed choices.
Duty of Loyalty: Put the nonprofit first. Report any personal or business conflicts right away.
Duty of Obedience: Follow federal, state, and local laws, plus the organization's own bylaws.

Core Governance and Financial Oversight Board Responsibilities
Manage Leadership: Hire, review, and set pay for the executive director or CEO.
Protect Finances: Approve the annual budget and make sure funds are spent properly.
Ensure Compliance: File required tax forms (like IRS Form 990) and keep proper corporate records.

As the Center is experiencing serious financial and management challenges, I believe the new Board needs to provide strong and clear leadership to outline a path forward. Some of the first items in need of attention include:

-Amending the Bylaws to remove the inaccurate assertion that the Center operates "within the meaning of Section 501(c)(3) and is exempt from taxation from Section 170B &501(a) of the Internal Revenue Code, as now in force or afterward amended." This inaccurate and deceptive language has remained in the by-laws for the past ten years - - although the Center lost its tax-exempt status in 2016.

-Contracting with a legal fiscal sponsor (not "an anonymous fiscal sponsor" who performs no fiduciary responsibilities and who does not meet the legal requirements of a fiscal sponsor). Contracting with a publicly identifiable fiscal sponsor would enhance the Center's ability to fundraise and to meet legal requirements to apply for grants. A fiscal sponsor might also provide needed help to set up a system for timely financial reporting. A fiscal sponsor would help the Center until it regains its tax-exempt status.

-Consulting with a lawyer who is experienced in the IRS processes to re-gain tax-exempt status. I believe it may be premature to apply for this when the Center's finances are not well understood and its financial reporting is not in order.

-Clarifying and prioritizing the Executive Director's work responsibilities and affirming that the Executive Director reports to the Board; not vice versa.

-Asking for member input and support in developing a Strategic Plan for the Center's financial recovery and actions to undertake to achieve the vibrant, healthy organization we'd all like to be a part of.

I will not be signing the "Board Member Confidentiality Policy" that Elaine Williams, the Nominating Committee Chair, lists as "required" to be an applicant for the CASC Board. That Policy as written undermines the ability of the Board to carry-out its core responsibilities. For example, it states that confidential information includes, but is not limited to: "Financial records, budgets, audits, donor information, contracts and funding discussions. Strategic plans, internal assessments, organizational challenges and Board deliberations." A majority of the members of the existing Board have signed the Policy. Perhaps that's why we as members hear nothing back from the Board when we ask questions about finances, deceptive language in the by-laws, a "fiscal sponsor" that does not meet legal requirements, etc. I have written several requests to the Board Chair and Members over the last few months. I have heard only a "resounding silence" in response; not even a courtesy thank you for sharing concern for our Center.

I hope you will vote for me as one of your future Board members; and if you'd like the Board to be successful, I encourage you to vote for others who demonstrate they will take Board responsibilities seriously and lead us forward.

Sincerely, Nancy Glaser

Nancy Glaser 10/21/16

Nancy Glaser
[redacted], Seattle, WA 98118
[redacted] 206-683-2662

Example Accomplishments Guided by my Leadership

Nationally recognized innovations in environmental stewardship

- Implemented Seattle City Light's precedent-setting policy to deliver electricity to its customers with no contribution to global warming, i.e. "to be greenhouse gas neutral;"
- Negotiated one of the nation's largest public sector contracts for the purchase of wind generated electricity;
- Acknowledged by Low Impact Hydro Institute and National Hydropower Association for Seattle City Light's outstanding stewardship of the Skagit River Watershed;
- Transformed the way Seattle's citizens and businesses manage their solid waste;
- Led Seattle's achievement of ambitious waste reduction and recycling goals.

Additional Investments in our Future

- Served on 3-person board to oversee the planning and construction of the North Cascades Environmental Learning Center;
- Initiated with community and non-profit groups, tribes and agencies Seattle City Light's program to re-license its most cost-effective resource, the Boundary Dam hydroelectric facility in northeast Washington;
- Aggregated significant public sector demand for bio-diesel fuels to encourage development of the bio-diesel industry in Washington State;
- Created a work culture within Seattle's Solid Waste Utility that celebrated diversity, empowered employees and cultivated self-reliant work teams.
- Structured creative options for City and County elected officials, their staff and Executive Departments to navigate a wide range of difficult and sensitive issues.

Responsible actions to address past practices

- Closed two Superfund sites (Midway and Kent-Highlands landfills) in a community responsible manner;
- Led, in cooperation with King County, Port of Seattle and The Boeing Company, Seattle City Light's "early action" clean-up activities on the Duwamish River.

Education

Harvard University, Master of Arts in Economics, 1974. Graduate Prize Fellow.

Michigan State University, Bachelor of Arts with High Honor, Economics, 1971.

Nancy Glaser's Employment Experience

Glaser Consulting, Seattle, WA (5/08 to 10/09). Witness for City of Seattle on environmental policies, past practices and costs related to Duwamish River Superfund clean-ups.

Interim Policy Staff Director, Metropolitan King County Council, Seattle, WA (7/07-12/07). Helped elected officials and their staff navigate a variety of highly sensitive issues (elections, animal control, ballot initiatives, and implementation of two new special purpose governments).

Senior Policy Associate, NW Energy Coalition, Seattle, WA (4/06 to 1/07). Represented this regional clean-energy group's conservation, renewable energy and low income customer interests before the Washington Utilities and Transportation Commission. Three innovative pilot programs to encourage aggressive conservation investments were set in motion.

Executive Leadership Team, Seattle City Light, Seattle, WA (1/98 - 10/05). Directed several divisions (Environmental Affairs, Finance, Strategic Planning, and Safety) at the 7th largest public electric utility in the nation. Priority responsibilities: implement a multi-faceted, nationally recognized environmental stewardship program; assure adequate financial resources were available for the utility's annual capital and operating ($80 and $400 million) programs; develop comprehensive business, marketing and resource/conservation plans to stay competitive in a rapidly changing industry; partner across the utility to encourage a safe workplace.

Facilities Maintenance and Development Director, Seattle Parks and Recreation Department (12/96 - 1/98). Led a diverse staff of 200+ employees to maintain all facilities in the City's parks and recreation system, planned and oversaw the construction of new park facilities, acquired and managed open space and all park properties. Worked effectively with neighborhood and special interest groups, elected officials, and public and private sector representatives; responsible for $13 million annual operating budget and a larger capital budget.

Director of City of Seattle's Solid Waste Utility, (4/92 to 12/96). Implemented a fully integrated and internationally recognized solid waste management system - - known for its environmental leadership, cost-effective service delivery and innovative public/private partnerships. Created a work culture that empowered 200+ employees to take initiative and responsibility and celebrate diversity. Closed two landfill Superfund sites.

Executive Director and Supervising Analyst, Seattle City Council (5/85 - 4/92). Directed 20 staff providing analytical, policy development, decision making, administrative and technical support to nine Council members as they set policy and budget to guide all City actions. Fostered strong working relationships with regional elected officials and leaders in the public, private and non-profit sectors. Influenced significantly a wide variety of policies and programs.

Engineering Economist, Seattle City Light (9/81-5/85). Revenue forecasting and rate design.
Program and Educational Coordinator at two non-profits: Marmalade Hill School and Phoenix Institute, Salt Lake City, UT (1/79 - 5/81). Designed and implemented a community based alternative to incarcerating young women and supervised program development at an alternative middle/high school for students not being served in the public school system.
Socio-economic Consultant, Craig Bigler Associates, Salt Lake City, UT (1/76-8/77).
Economics Instructor, Harvard University, University of Utah, Westminster College and Wolf Lake Refuge (1973 to 1980).