

**BOARD OF TRUSTEES MEETING
THE WILD CENTER
April 20, 2020 - via ZOOM
10:00 AM - 1:00 PM**

Board of Trustees Present via Zoom:

Paul Alioto, Joe Beck, Michael Bettmann, Terry Birdsong, George Cigale, Larry Clifford, Lynn Fox, Charlie Frenette, Rick Godin, Sally Hart, Nancy Howard, Mike Hunsinger, Tom Jorling, Peter Kindler, Betsy Lowe, Paul Maroun, Pam Matt, Linda Rosenstock, Jack Ryder, Jim Schoff, Nancy Simpkins, Charlie Svenson, Karen Thomas, Joel Treisman, and Ginny Valkenburgh

Advisory Board Present via Zoom:

Lee Bailey, Lynn Birdsong, Sally Bogdanovitch, Martha Bullock, Juan Rodriguez, Stanley Rumbough, and Ross Whaley

Board Absent:

Brooks Reynolds

Staff Present via Zoom:

Marci Bencze, Hillarie Logan-Dechene, Nick Gunn (for marketing report), Bob Kronenberger, and Stephanie Ratcliffe

Welcome

Discussion:

Nancy Simpkins called the meeting to order at 10:00 am. She began by thanking The Wild Center (TWC) staff for doing a heroic job in these trying times stating that they were creative, nimble, putting out amazing digital content and working as a team. She also reported that the Executive Committee had met twice and will meet every two weeks. The committee had passed a motion that would be reported on later in the meeting.

I. Approval of Minutes

Discussion: Minutes of the January 27, 2020 meeting were unanimously approved as presented.

Nancy Howard motion, Rick Godin second.

II. Executive Director Report

Discussion: Stephanie Ratcliffe began by thanking everyone for their patience and willingness to meet digitally. She then shared the following points:

- Impressed with the way everyone has been working during this time
- Deep pride in our response and resiliency as a staff
- There has been so much teamwork and problem solving
- Openness to change and forward movement is thoughtful as well as strategic

- Keeping in contact with several museum CEO's for strategy, etc. and it seems like many of them are waiting for things to go back to the way they were pre-Covid 19.
 - We are moving past the past and accepting it and working with the change that has been forced upon us
- Making sure we are overcommunicating to Board
 - Thankful for their trust and support in our response
 - Allowing us to make plans and then report back
 - We appreciate your steady confidence in us

III. **Programs & Marketing**

Discussion: Nick Gunn joined the meeting and began his report by stressing that the doors may be closed but TWC is “open.” He said that to begin the discussion about messaging, we would need to go back to February stating that things developed rapidly between the end of February and the beginning of March. The Marketing team started to draft messaging to the public and wanted clear, concise and authentic outward communications. Nick also mentioned that everything that is released to the public is being filtered through himself and Hillarie Logan-Dechene. As an anchor business in the area, the public is looking to TWC to set an example. The community has made a large investment in us and we need to be a worthy partner.

Marketing Updates

Nick shared the following information about messaging and what we are communicating to our constituents:

- We may have ceased our physical public operations, but the spirit of TWC is alive through digital programming, we ARE NOT closed for business.
- We are closely monitoring the situation and adhering to all gov't and health department recommendations for safe operations.
- These are uncertain times
- Only essential TWC staff are entering the facility. The rest are safely working from home.
- We are committed to our community.
- We appreciate the continued support.
- We are collaborating with State on DEC hashtag #RecreateLocal
- As soon as we get the green light we will safely open.

Messaging - How we are doing it?

- Online Videos
- Wildwire
- Social Media
- Facebook

Nick then mentioned that due to the make-up and creativity of our staff, we were able to pivot to digital almost overnight. Because of all the planning that went into it, the transition was seamless.

Results

- wildcenter.org traffic
 - 22,936 visitors
 - Visitors from all 50 states
 - 117 different countries
 - Included in the web traffic is 5,850 virtual visits
- Social Media - Lunchtime Live
 - 1,700 new followers
 - Reached 371,000 users
 - 39,000 engagements (+54%)

Response

- Media
 - Bridge Street Article - Lunchtime Live
 - Red Tricycle - Virtual Tour
 - NCPR
 - Lake Champlain Weekly article
- Public
 - Extremely positive response regarding our digital offerings from people all over the country.
 - A donor sent a note about her 10 year old niece who lives in Oregon, but has visited TWC. She has been joining our Tuesday educational programs. She is keeping a journal during her time at home and has dedicated space in that journal to the Adirondacks.

Questions

- Tom Jorling - In digital format is there a button that says donate for these programs?
 - Nick Gunn - We are deliberately waiting but will be adding that soon. Currently we do a soft ask in every program and we do have online giving.
 - Hillarie Logan-Dechene - Will talk about this during the Board training
 - She thanked the marketing team for their wonderful collaborative effort.
- Nancy Howard - Do we collect email addresses from schools that take field trips to TWC so we can let all of those schools know what we are doing?
 - Yes, they have all been alerted regarding our digital offerings
 - Hillarie Logan-Dechene - Many schools have been taking advantage of our Tues/Thurs live educational distance learning programs.

- Stephanie Ratcliffe - Michael Trumbower makes choices all the time and builds on our strengths.
 - Teachers can use archives as classes and all have materials that can be used as assignments
- Nancy Simpkins - If I tell schools about these resources, can they find them easily?
 - Stephanie Ratcliffe - Yes

IV. **Current Development Strategy**

Discussion: Hillarie Logan-Dechene reported that during this time, we are making sure to communicate with all of our stakeholders and that “stewardship” or taking care of our relationships with donors is very important. She then shared the following examples of current stewardship by staff and takeaways from those activities:

- Reached out to 230 top donors with personalized emails or phone calls just to check in.
- One donor responded to an email from Robin Ellis by committing \$25,000, their previous largest gift was \$3,000.
- People care deeply about TWC and understand that this is an exceptional time.

Raising Funds During Crisis

- Talking to funders about current situation is essential; be transparent about needs and operations
- Two grant applications shifted to fund digital programs

Obie Clifford Fund & Bequests

- Two major bequests in the last 30 days totaling over \$250,000
- Met \$2 million Obie Clifford Fund Goal

V. **Finance Committee**

Discussion: Stephanie Ratcliffe began by sharing the following assumptions as a preface to the financial reports:

Our Place in the Community

- TWC is part of the community as a business leader and major employer, our decisions set a tone for area businesses. We are a leader, what we do has larger implications.
- TWC is a major anchor attraction in Tupper Lake, and an economic driver for the North Country.
 - The 100,000+ visitors to TWC generate substantial business for gas stations, restaurants, hotels/motels, campgrounds and stores in Tupper Lake and surrounding areas such as Long Lake, Saranac Lake and beyond.

- TWC will be seen as an authority on how to re-open safely and based on science.
- TWC was built on three pillars, referred to as our 3E's - education, economy and environment.

Human Behavior

- When restrictions are lifted people may want to experience nature but in a safe way and not seek perceived crowded environments, and not hands on activities.
- Just because people may return to the Adirondacks, it doesn't mean they will return to TWC in corresponding numbers.
- We believe that our inner circle will find us as a familiar touchstone and we can offer some level of normalcy. People trust us to do the right thing. Trust = responsibility.
- Our reopening plan will be phased and very different - we will be re-designing the visitor experience. Social distancing will be part of a new reality for the foreseeable future (timed tickets, open outdoors first, one-way routes, constant deep cleaning).
- Tourism and travel behavior may favor drive time locations. Some predict pent up demand.

Our Positioning

- TWC's position on remaining "open" during the pandemic sends an important signal to the community that we have not abandoned them in the face of a crisis and that we are looking outward toward community, not in a way that serves us.
- TWC's stated intention to reopen as soon as it is safe communicates our partnership, good will and dedication to the sustainability of our community.
- Even opening late in the season will signal that we will get through this together.
- As an educational museum dedicated to science we have demonstrated strong leadership and best practice in planning and program delivery. Some programs may be even better for it (virtual climate teacher training).

Financial Modeling Boundaries

- Tourism effectively suspended until mid-summer on later. Given seasonality the 2020 earned revenue (admission, store, cafe) will be unrecoverable.
- We are intentionally focusing on earning social capital with the quick pivot to digital offerings and "remaining open" in the minds of the community. This should have a positive effect on donations and memberships.
- We will model several scenarios, in the end it will be a hybrid of models in response to external factors beyond our control. Flexibility and opportunistic problem solving is our mode.

Questions

- Jim Schoff - When we open and people start coming back, will everyone wear masks and/or have temperature taken?
 - Hillarie Logan-Dechene - Will use best practices, whatever is required. We will figure out how people can visit attractions safely. Social distancing will come into play but it will be Wild Center-ish.
 - Providing TWC-branded face masks was suggested by Paul A.
- Michael Bettmann - Do we have any trusted sources that we are relying on regarding the social impact of this?
 - Stephanie Ratcliffe - We are reading as much as we can, keeping abreast of what other organizations are doing. Pandemic response team is meeting regularly to discuss and agree on what is resonating.
 - Hard science projections are very concerning as they are saying this could go on for 18 months.
 - Maybe we can partially open based on best practices (public health, etc.).
 - We are compiling all information to help us make judgement calls.
- Tom Jorling - This is a real opportunity for TWC to creatively convey to the public that we are a human critter.
 - How the virus is spread, etc. is a ripe opportunity for an exhibit, why it's important not to travel.
 - It is a tremendous opportunity to teach about this.
 - How humans are affected by biological systems.
 - Stephanie Ratcliffe
 - Invasive species would be a perfect on ramp, there are lots of opportunities to bring home these points.
 - Charlie Frenette
 - To build on Tom's point - our mission by definition is inclusive of human beings. If we are to thrive (context: our mission) we must learn how to interact with not only nature but ourselves differently. The way we re-open, the way we position ourselves and the narrative we create will be a proof point of our broader mission...and adds to our purpose and mission. Might be worthy of consideration.
 - This sentiment (just discussed) is an important insight in our reopening strategy. My take-away is that we need to coordinate messaging with a broad public - including Adirondack Health.
- Sally Hart - Are we communicating with Tupper Lake people about second home owners, etc?
 - Stephanie Ratcliffe - Initially some statements were put out by surrounding areas discouraging visitors from other places.
 - It is an ongoing conversation.

- Adirondack Health was asked to double their capacity to accommodate cases and they were able to do that.
- The case load in this area was not what was projected.
- Paul Maroun - He is in contact with Adirondack Health every day.
 - One person of interest in quarantine
 - One positive patient who was intubated
 - If people come up to second homes, quarantine for 14 days.
 - First mission as Mayor is to protect our citizens.
- Jim Schoff - Walmart was sued for wrongful death because they were open and someone contracted the virus.
 - Wanted to bring the point to light as a possibility as we consider re-opening.
 - We have done the best that we can with the information that we have at this time.

Financial Reports

Discussion: Joe Beck began by sharing the following thoughts:

- We will learn more as we go forward and adjust numbers based on that information
- We held our own through 2019
- More or less on target
- It will be difficult to predict how forecast will hold
- Will ask Finance Committee team to meet every two weeks
- Unsure how long this will last
- It is unknown whether or not there will be a reflare of the virus
- Need to determine how much of the \$7 million endowment we are willing to spend to keep operating.
- There is a lot of liquidity in our investment portfolio - \$2.8 - \$3 million in cash and short term treasury notes.
- Will need to continue to have these discussions and be thoughtful as we go forward.

Joe then shared the following objectives of the Finance and Audit Committees:

- Develop and monitor annual budget and spending trends
- Advise Board Chair and Executive Director on financial conditions
- Monitor loans and other financial obligations
- Coordinate with Audit and Investment Committees
- Monitor the effectiveness of the financial reporting process and system of controls
- Engage the independent public accountants who will examine the Museum's financial statements and report thereon
- Recommend to the Board approval of the independent public accountants' report

Bob Kronenberger then took some time to share the following information that was included in his Finance presentation (see the full presentation that was provided in the Board packet for more details):

- Refinancing plan
 - Pay down total debt to \$600,000 using funds in a separate account with Wild Walk pledge receipts.
 - New note would bear interest @3.50% for the first year and then at 3.95% thereafter.
 - Principal would be paid in annual installments of \$100,000 starting 12/21 and ending 12/26.
 - May be prepaid at any time.
 - Will lower overall cost of carrying loans and reduce monthly cash flow requirements.
- Line of Credit
 - Currently have a \$750,000 line of credit with the bank.
 - Bank is in process of approving an increase to \$1 million.
 - Interest on borrowings under the line is at prime (3.25%)

Paycheck Protection Plan (PPP) Loan

Discussion: Bob Kronenberger then shared the following details regarding the PPP loan that TWC had recently applied for to help with staff retention during this time:

- Application submitted for \$464,000 loan.
- Loan was approved, document signed and funds were in account as of Friday night.
- Major loan provisions:
 - Interest rate fixed at 1%
 - No payments for 6 months
 - Proceeds of loan are for payroll costs (includes benefit), utilities and interest on other debt
 - Loan forgiveness based on eligible costs incurred during the eight week period after receiving the loan and contingent upon maintaining full time employment levels
 - Loan is a crucial component of revised budget plans for this year.
 - After 6 months any unforgiven portion of the loan is to be repaid over 18 months
- Community Bank was very helpful in getting this loan processed quickly - TWC was the first loan under this program

2020 Revised Budget Scenarios

- Reopen on phased basis with lower attendance
- Annual fund revenues reduced
- New memberships decline based on attendance

- Youth Climate Program (YCP) funding reduced
- Defer use of some NYS marketing grant funds
- Cost reductions:
 - Hiring freeze (currently 2 open staff positions)
 - Eliminated all budgeted staff increases
 - Deferred plan to convert staff to 40 hour work week
 - Eliminated summer teen/intern program
 - Eliminated seasonal part-time staff
 - Deferred planned exhibits
 - Get Outside
 - Backyard wilderness film
 - Reviewed every department budget for items that could be eliminated
 - PPP loan used to fund 8 wks of payroll costs

Bob presented the budget with pandemic scenarios, scenario 1 (reopen in August), and scenario 2 (open in September) and shared the following points:

- Admission revenue - 1st month open: 25% of last year; balance of year at 40% of last year
- Membership revenue - Reduced May - Aug budget by 40%, Sept to Dec by 30%
- Contributions - Scenario 1: reduced by 25%; scenario 2: reduced by 40%
- YCP grants and contributions - Reduced by \$100,000
- Restricted operating grants - Defer part of NYS ESD Marketing grant
- Operating expenses - Expense revisions are prior to any additional adjustments to full time staff. We have however modeled what cost reductions would be achieved by various options including: furloughs, workweek reductions and salary reductions. We would develop a plan using these options based on cost savings needed,
- PPP loan forgiveness - loan forgiveness is based on maintaining pre-Covid employment levels
- Net deficiency of support and revenues from operations - This excludes contributions to Board Designated endowment which YTD are \$262,000

There was then much discussion regarding the scenarios that Bob presented as well as the implications of the information presented. This conversation was based on the following discussion points:

- What is Board comfort level with projected deficits?
- Is this an appropriate use of Obie Clifford Fund?
- What commitment are we able or willing to make to full-time staff?
- Is the Board willing to approve a revised budget based on what has been presented?

These were some of the comments made and questions that were asked:

- Ginny Valkenburgh - Has the committee looked at scenarios starting earlier (July) or not opening at all this year?
- Joe Beck - Salaries are our biggest expense, ultimately cost savings would have to come from there.
- Charlie Frenette
 - What are the implications of the scenarios? Are we going in quarterly intervals?
 - Well done on the financing and capitalizing on PPP.
 - How solid is NYS commitment on the marketing program funding? What is the probability that funding gets pulled back as the State tries to balance their deficit?
 - Hillarie Logan-Dechene
 - Was locked in at the end of March. As far as we can be sure of anything we have the Incentive Proposal which is their commitment letter.
- Bob Kronenberger
 - Looking at our full-time staff working remotely. Some working more, some can't work full-time based on the nature of their jobs.
 - Trying to show what numbers could look like through the end of the year knowing that it could change based on the way things are going.
 - We are trying to protect the mindset of our current staff
- Lynn Birdsong
 - Someone asked if we would consider closing for the year.
 - If it came to only operating digitally, what would the cost be to carry TWC through the end of the year?
 - Hillarie Logan-Dechene
 - We have not ruled out not being able to open this year.
 - We are studying what staff resources we have and looking at ways we can redeploy staff based on various scenarios.
 - Will evaluate on an ongoing basis.
- Jim Schoff
 - Important to do sensitivity study - what is the value of staying open?
- Paul Maroun
 - Are we looking at ways to use unemployment when considering furloughing or laying off?
 - Not for profits are on the reimbursement list for FEMA, TWC should investigate this.
- Charlie Frenette - What is the value of the intellectual property that we have?
 - Should look at every option available.

- Lynn Birdsong - Charlie's point regarding the value of intellectual property is critical.
 - TWC could emerge as an even more interesting organization.
 - We need to protect our intellectual value.
 - This is a critical moment, how do we come out as strong as possible?
- Charlie Frenette - I support Lynn's last point - as a point of analysis, to aid in decision making and make a more informed choice.
 - One value of staying open is we protect our "secret sauce", the value of our experience and people (IP).
 - Thinking through a redeployment strategy would also be an input to a decision. What would be the destination (including value) of protecting our intellectual property and capability.
 - Protecting our capability for \$1 million might be a hugely valuable investment.
 - What are other sources of lowering our break even during these times? The scenario planning could be extended a bit.
 - We might have the opportunity to spring into a new operating model and make TWC more relevant - need a strategy to guide us.
- Nancy Simpkins - This is an appropriate use of the Obie Clifford Fund, need to be thoughtful how we take advantage of it.
- Lynn Birdsong - Thanks to Hillarie, Stephanie, Joe, Bob, Nancy, etc. for being so good at the digital piece, turning on a dime to do this great work and make it happen.
- Joe Beck
 - Give management guidance as we go along
 - Would like to underwrite \$1 million but we need to do further thinking and analysis as we move forward.
 - There is time to assess
 - Will leave to Nancy Simpkins and others to decide based on the economy.
 - Need to figure out what shutdown scenario is with the Finance committee.
 - How much would it cost?
 - Done top down, need to build from ground up and figure out what minimum is to preserve that.
 - Management should be prudent in operating.
 - Finance Committee would welcome specific suggestions.
- Bob Kronenberger
 - Expenses outweigh revenues normally during this time of the year.
 - Need to keep in mind our place in the community and that we are an anchor local employer.
 - PPP loan will get us through June. At some point in May we will need to let staff know whether their positions are secure past June.

- Ginny Valkenburgh
 - Things can change within the next few weeks.
 - What do we need to do to be prepared to open in July?
 - Best case and worst case
- Charlie Frenette recommendation
 - Proceed as outlined by management (no new hires, etc.)
 - Management run business prudently and fiduciarly responsible
 - Staff bring back budget resolution to Board in 60 days
 - Give Board time of 3 - 4 weeks to discuss scenarios
 - Seems strategic and fiduciarly responsible to know that management's proposal is actually in what the Board is approving.
 - Looking for a specific recommendation in a few weeks as to what management is asking for.
 - We need to protect intellectual property and come out stronger.
 - What would communication to the staff look like?
 - Hillarie should be thinking about that.
- Michael Bettmann
 - Is intellectual property maintaining staff?
 - Should there be selective consideration as to who to maintain?
- Michael Hunsinger
 - How do we take financial advantage of digital offerings?
 - Would like this included in the plan, should be part of the vote.
- Joe Beck
 - Finance Committee and management will make plans and provide a more detailed guide as to what is being asked for.

Audit Committee

Discussion: Audit Committee chair Paul Alioto then invited Bob to offer highlights from the 2019 audit. Bob Kronenberger reported that the auditors report reflects a “clean opinion” which means that TWC’s financial statements present fairly the financial position and results of operations of the Museum. He then shared the following 2019 Audit Report highlights:

- Statement of Financial Position
 - Total cash and investments at \$8.4 million (up \$1.6 million from 2018).
 - Contributions receivable decreasing with collection of pledges (no new pledges in 2019.)
 - Fixed assets addition for composter (grant funded) and improvements to the intern house.
 - Total liabilities and debt at \$1 million, down from \$1.2 million in 2018 with scheduled note repayments made.
 - Current ratio 3.3:1.
 - Overall Net Assets increased from \$31,660,000 in 2019 from \$31,553,000 in 2018.

- Statement of Activities
 - Total Support and Revenues were \$4.5 million in 2019. This is down \$900,000 from 2018 - primarily contributions to Board Designated Endowment fund (\$700,000 - bequest in 2018) and restricted grants (\$200,000).
 - Total Operating expenses were \$4.3 million in 2019. This is down \$400,000 from 2018. Program expenses down \$300,000 and Support expenses down \$100,000.
 - Changes in net assets was up \$107,000 in 2019 vs. down by \$877,000 in 2018.
 - From an operations perspective
 - Excess of Support and Revenues over Operating Expenses was (\$26,000) in 2019 vs. (\$560,000) in 2018.

Paul Alioto then made the following points before asking for approval of the 2019 Audit Report:

- He is confident in the direction that TWC is heading.
- Met with Auditor on April 8th.
- No internal control deficiencies.
- End of year numbers were better than predicted.
- Might help to go back and look at period from 2007 - 2012 to see how TWC fared before, during and after the Great Recession.
- Conducting RFP for 2020 fiscal year for Auditor.

Approval of the 2019 Audit Report

Discussion: A motion to approve the 2019 Audit Report as presented was unanimously approved.

Joe Beck motion, Jim Schoff second

VI. Committee on Trustees

Discussion: Chair of the COT, Terry Birdsong reported that the Committee on Trustees (COT) is recommending that the Board elect Tom Aydelotte as a Trustee Emeritus for

his

exemplary service to The Wild Center Board. Tom was an active member of the Board for twenty years, retiring at the end of 2019. He made his mark as the Chair of the Board's Marketing Committee. He led the effort at the Board level for the Museum's launch including position in the marketplace, brand development and name modification. He championed the need for Wild Walk (and created the name). He continues to be enthusiastic about TWC today and would like to continue being involved

Action: A motion to elect Tom Aydelotte as a Trustee Emeritus was unanimously approved.

Mike Hunsinger motion, Nancy Howard second.

Process of Leadership Succession

Discussion: Terry then reported that Nancy Simpkins had asked the COT to create a process for leadership succession as part of her plan to create structure and systems for TWC now that it is a more mature organization.

Below is the process developed by the COT since early this year:

Chairman of the Board

At such time as the Chair position is either vacated or planned to be vacated, an ad hoc Nominating Committee (NC) will be formed to identify a new chair.

The Nominating Committee will consist of:

- Chair of Board
- 1 or 2 Vice Chairs of Board
- Chair of COT
- 1 Ad Hoc Board member to be elected by the COT

Anyone from above list who wishes to be considered for the Chair position should recuse themselves from serving on the NC. Another ad hoc Board member may be selected to replace that individual.

The NC will divide all Wild Center Board members between NC members and canvas the Board by phone, asking the following questions:

1. Names to be nominated for the Chair position
2. Names to be considered for other officer positions
3. Would they be willing to serve/like to be considered for any officer positions?
4. Any specific ideas that might inform the work of the NC as the search for the new Chair is developed.

The NC members will collate responses from Board and develop a short list of Candidates which the current Board Chair and COT Chair will use in confidential consultations with the Executive Director. With all pros, cons and ramifications considered, the NC will then reach a consensus on the top two candidates for future Board Chair. The current Board Chair and COT Chair will then call the top candidate for future Board Chair to confirm they are willing to stand for election

Other Board Positions

The current Board Chair, future Board Chair and the COT Chair will draw from the Material collected by the NC to help identify candidates to fill any other officer vacancies. If all candidates agree to stand for election, then the slate is presented to the COT. If the COT reaches consensus, then the slate is presented to the full Board for election at the January meeting.

There was then a brief discussion regarding term limits. Michael Bettmann asked about terms for Board Chair as well as other positions. Terry shared the following information in regard to that:

- No term limits for Board members, only officers
 - Chair - 3 years
 - Vice Chair - 2 years
 - Treasurer and Secretary - 2 years
 - Officers can stand for election for more than one term

Terry also mentioned that a copy of the 2020 Board Structure was included in the Board packet which illustrates the committee assignments as well as officers and their terms.

Action: A motion to accept the COT's leadership succession proposal as presented by Terry Birdsong was unanimously approved.

Lynn Fox motion, Nancy Simpkins second

The regular Board meeting was adjourned and there was a brief break before everyone reconvened for the Board Advancement Training with Kate O'Halloran and Tim Sanfino.

Upcoming 2020 Meeting Dates

Friday, July 10, 2020 (TWC)

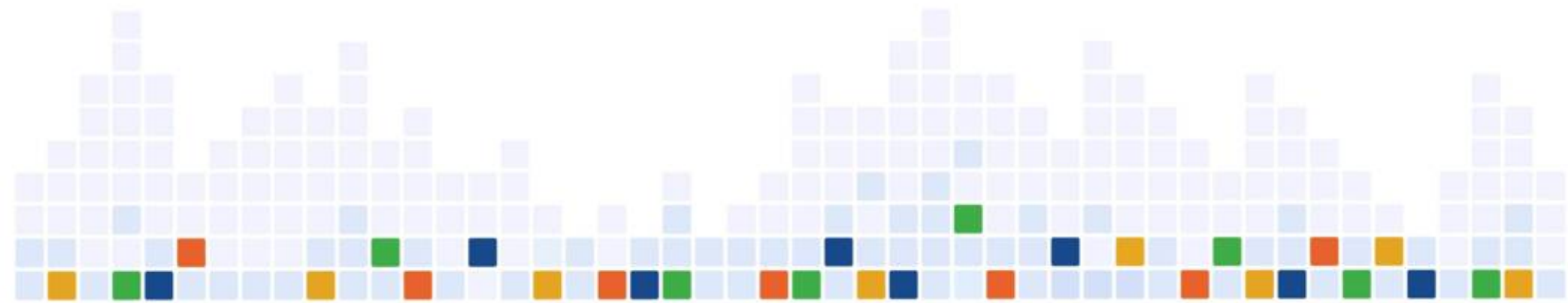
Friday, October 9, 2020 (TWC)

Monday, January 25, 2021 (NYC - Location TBD)

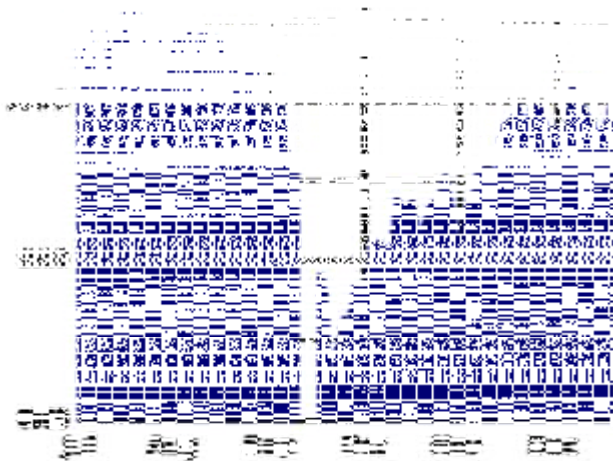
Wild Center Remote Training

Having a System to Follow

Tim Sanfino &
Kate O'Halloran

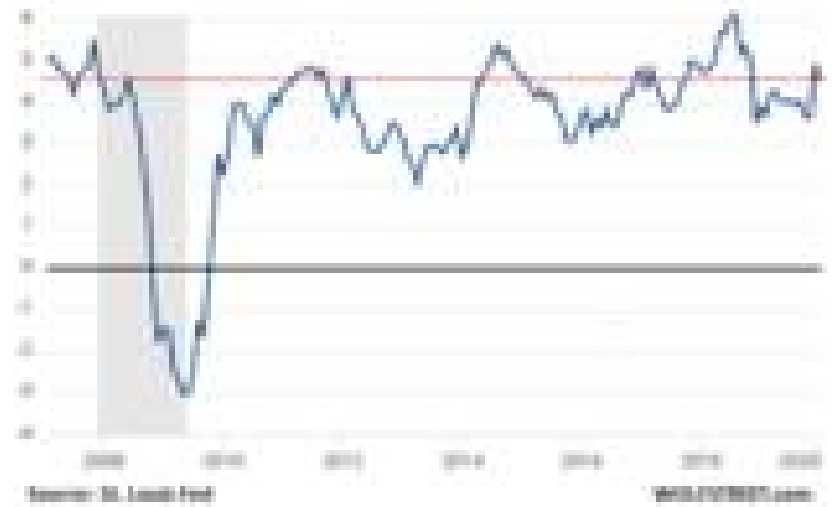



All Crisis Is **Temporary**



Personal Consumption Expenditures Hold Up

% Change from year ago, seasonally adjusted annual rate



A man in a dark suit and purple tie is sitting on a bed with blue pillows. He is looking down, resting his head on his hand, suggesting a state of deep thought or stress. The background is a bedroom with a wooden headboard and a nightstand.

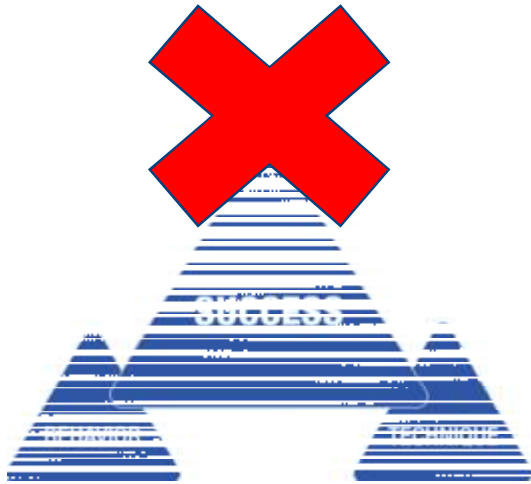
**What is one thing you are
struggling with right now?**

**Success
Triangle =
Confidence**



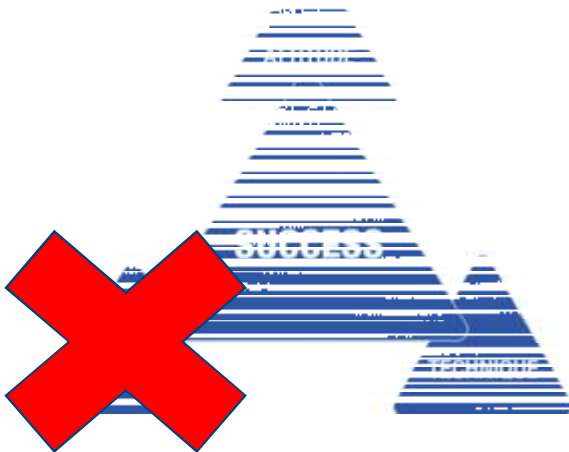
The Importance of

Behavior + Technique – Attitude =
Going through the motions



The Importance of

Attitude + Technique – Behavior =
Working frantically and sporadically



The Importance of

Attitude + Behavior – Technique =
Working too hard



Success Triangle

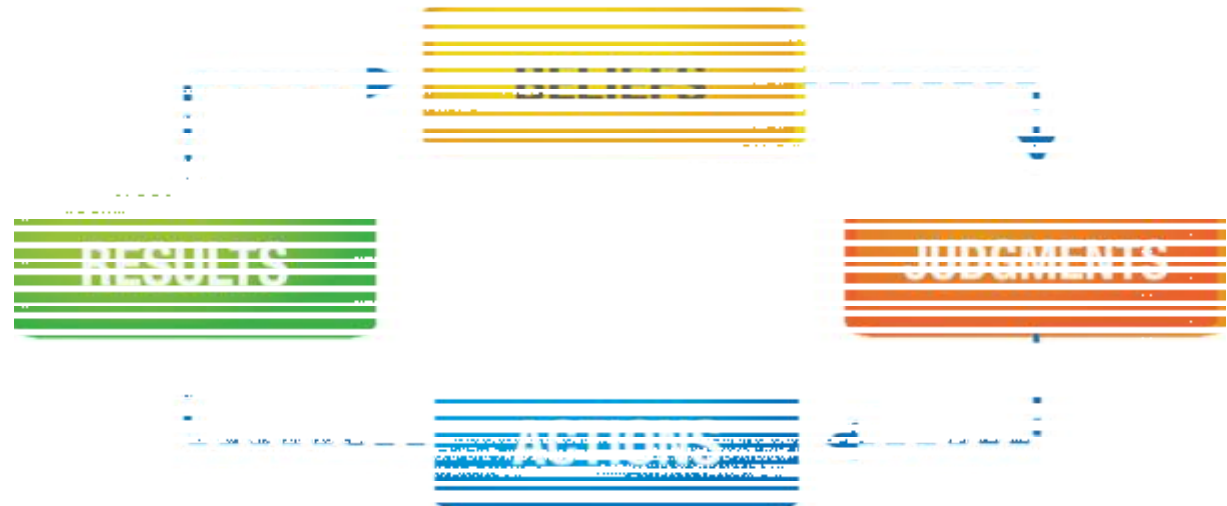


Elements of the **Ideal Attitude**



- Commitment
- Desire
- Outlook
- Responsibility

Changing Your Attitude = Self Fulfilling Prophecy



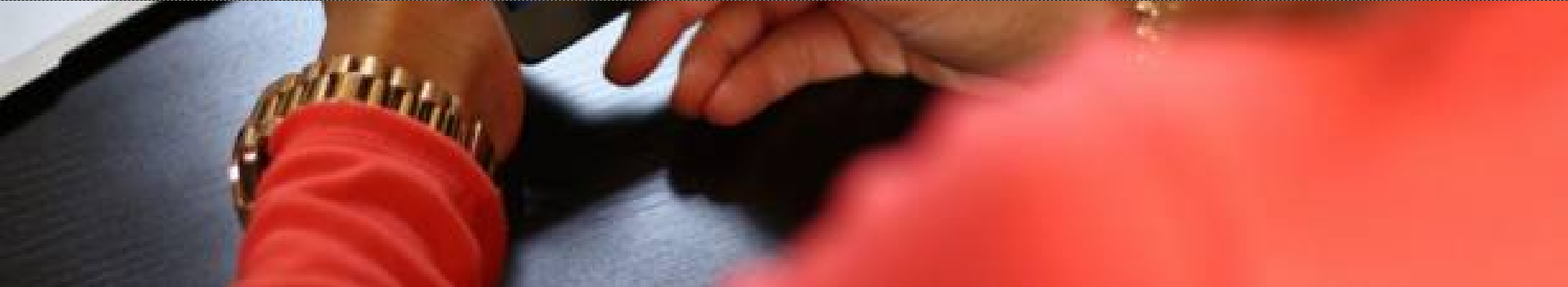


What is one thing that is working?



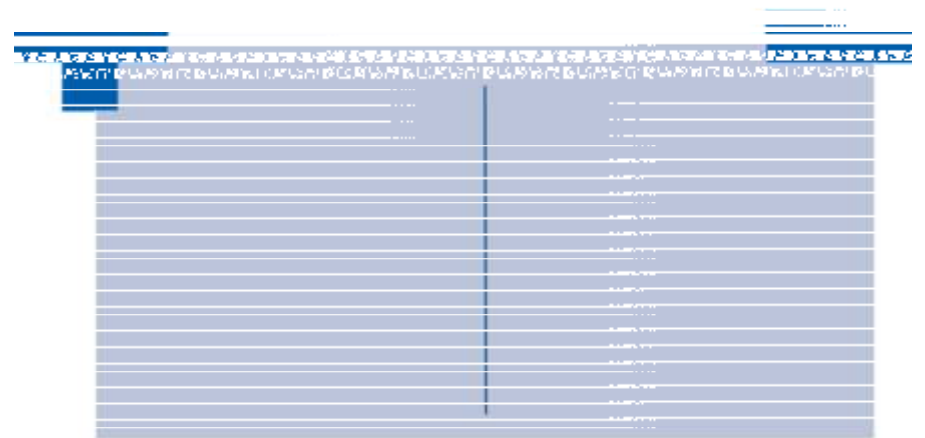


What are some skills that are more important today?



Benefits of an Effective, Efficient Process

- Maintain Control
- Save Time
- Stay on Track
- Duplicate Positive Results
- Debrief Calls
- Recognize Problems



Positive Results of a Process

- Get a yes
- Get a no – not right now
 - Learn a lesson.
 - Save time.
- Get a referral
- Get a clear, well-understood future



Ever feel like this?

**Can erode your
self-confidence**



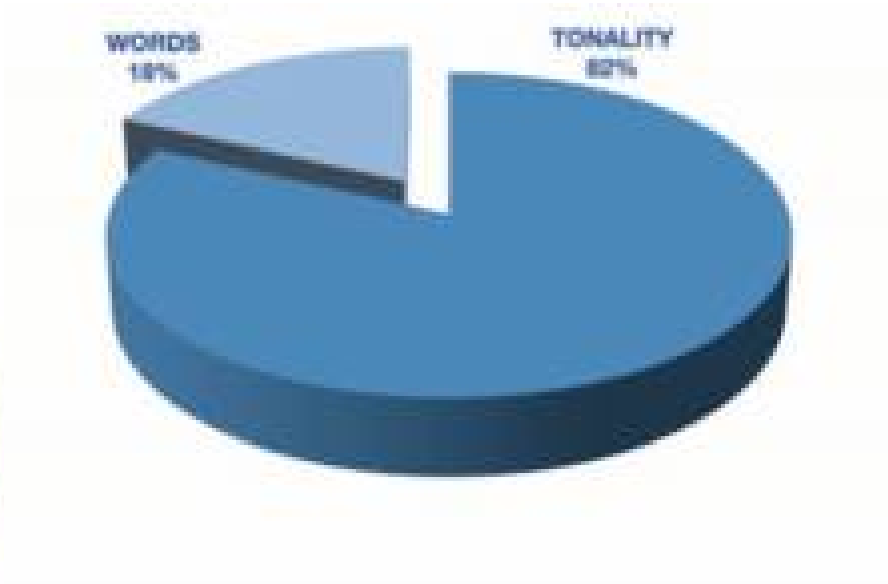
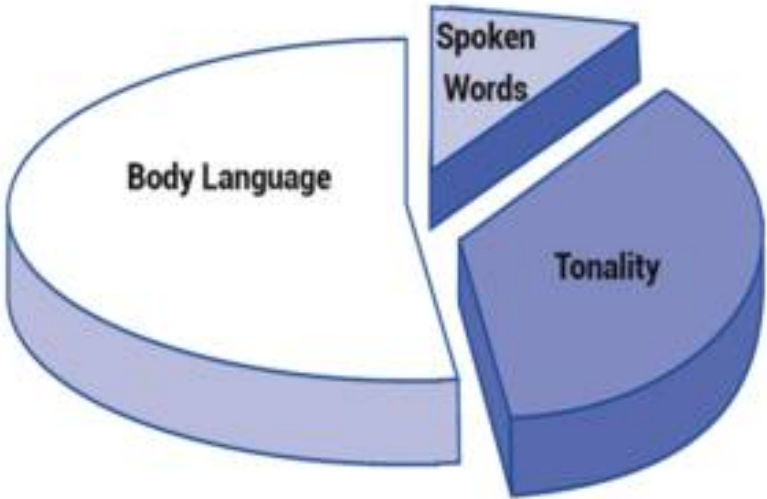
- 1. Bonding & Rapport**
- 2. Up-front Contracts / Agreement Expectations**
- 3. PAIN / GAIN Compelling Emotional Reasons**
- 4. Budget / Money Investment Pledge**
- 5. Decision Process / Timeline**
- 6. Fulfillment / Presentation / The Ask**
- 7. Post-Sell / After Gift activities**



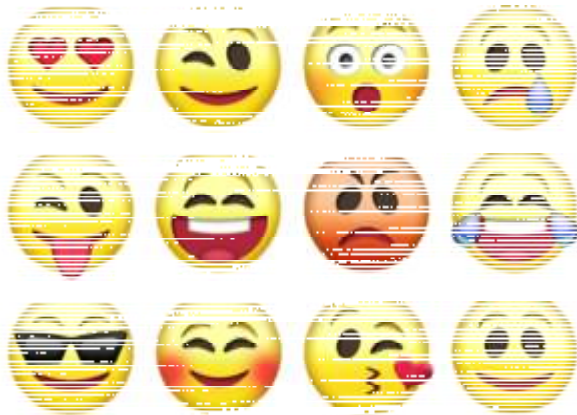
Developing Your **Technique**



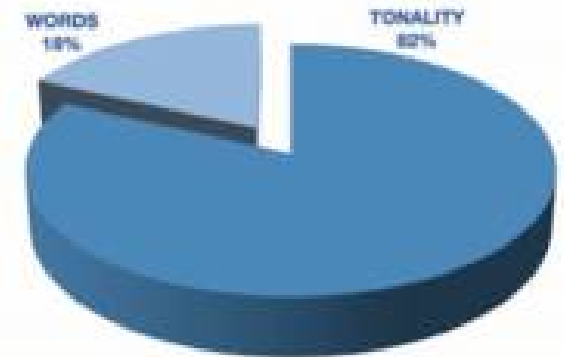
- Spoken Words
- Tonality
- Body Language



Controlling Your **Tone**



- Enunciation
- Adjust for Purpose
- Inflection
- Softening Statements
- Empathy
- Volume
- Pace



Watching **Words**

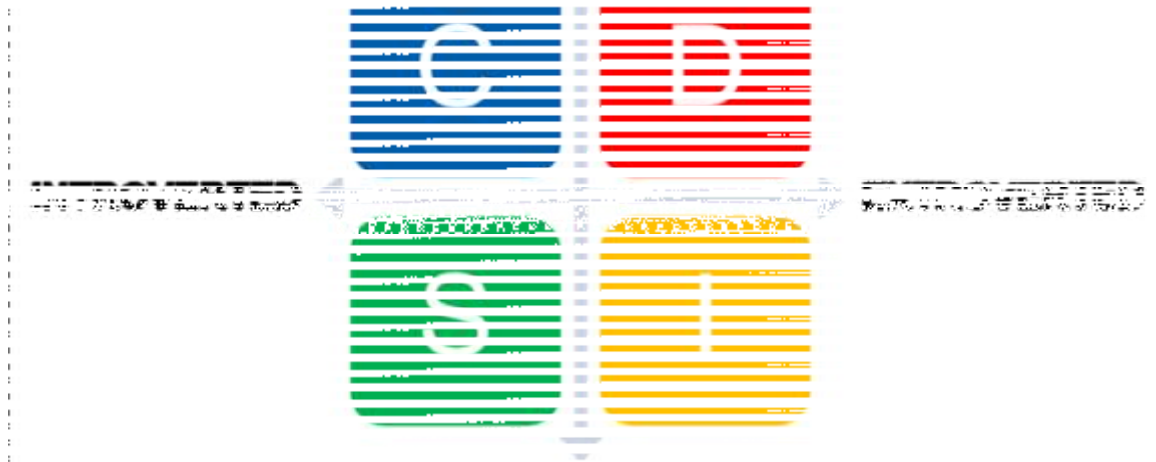


- Wishy-Washy Words
- Buzzwords
- Reflection
- Mirroring / Parroting
- Emotion Indicator Terms



Behavioral Styles:

- Dominant
- Influencer
- Steady Relator
- Compliant



	Strength	Weakness
D	Decisive	Impatient
I	Outgoing	Talks too much
S	Stable	Slow to change
C	Quality Driven	Nit Picky

Connect Questions

Relevant and meaningful questions allow you to have *personal conversations*

- They show your interest in the donor
- They build your credibility



The Importance of **Behavior** = Cookbook



Rules to consider



You can't manage anything you can't control.



Never manage your numbers; manage your behavior.





1. Define exactly what you want to accomplish.
2. Establish ground rules for future obligations.
3. Determine the number of pledges you need.
4. Decide if the numbers are realistic.



Cookbook Activities Worksheet



Never manage
your numbers;
manage your
behavior.

ACTIVITY	FREQUENCY	GOAL	PREPARATION
Telephone Cold Calls	2/week	45 contacts	Compile and print leads list
Walk-in Cold Calls	3/week	3 contacts	Prepare and rehearse possible receptionist requests
Referral Meetings	4/month	4 contacts	Compile list; schedule time to make calls
Networking Events	3/month	10 contacts	Rehearse 30-sec. commercial
Resurrection Calls	1/week	12 contacts	Compile master list; schedule time to make calls
Total Contacts for the Month:		85	

Thank you – Questions or comments?

Tim@Sanfino.com
207-332-2510



The Wild Center Board Training: Session 2

*Bonding & rapport skills for building
authentic relationships*



Training Goals & Objectives

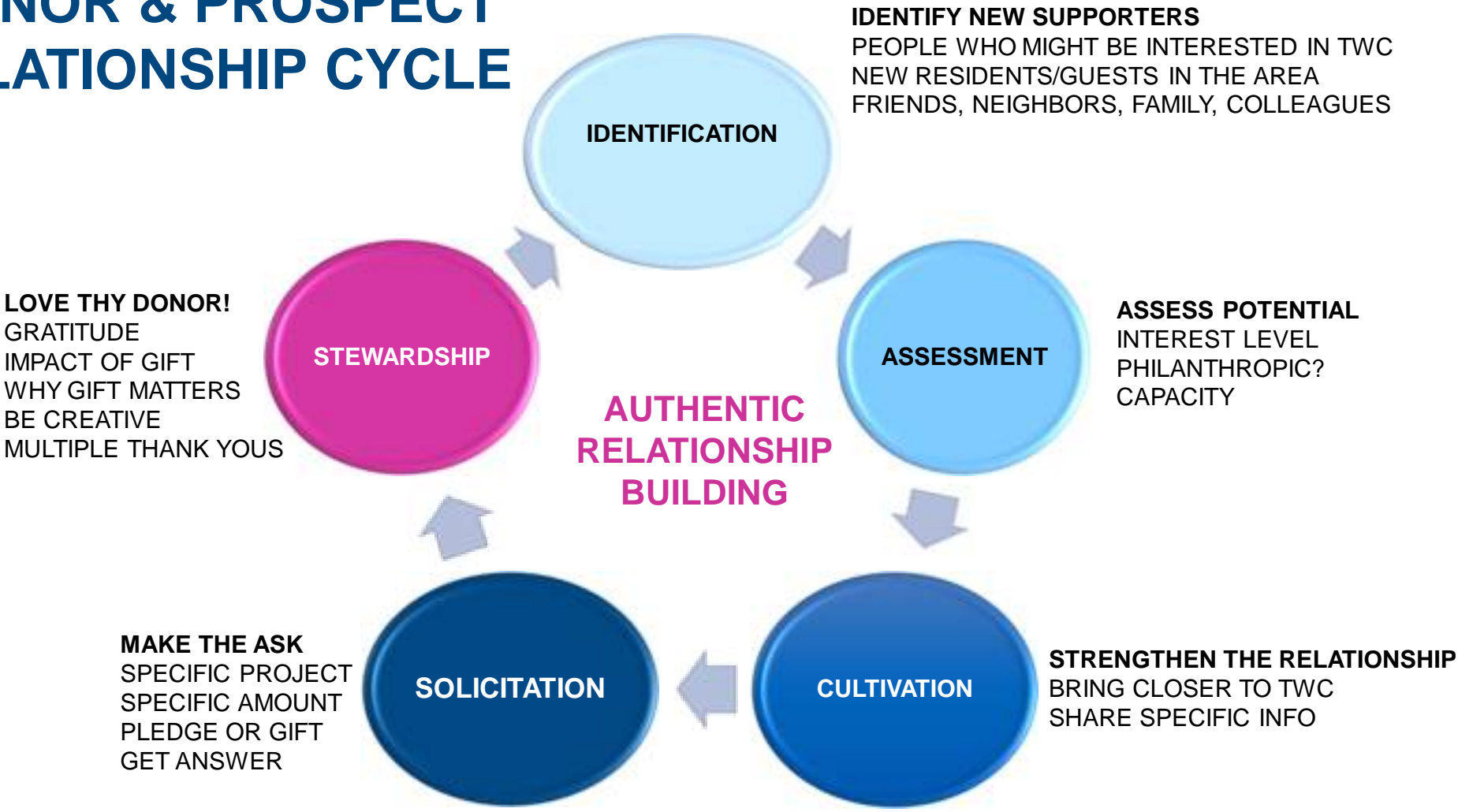
1. **Nancy:** Everyone participates at own level, but gains skills
2. **Stephanie:** You're already doing great work; let's take it to the next level.
3. **Hillarie:** We need you now more than ever!
4. **Kate:** Learn skills and techniques to help you engage in the development process in the most meaningful way possible.

Session 2 Agenda

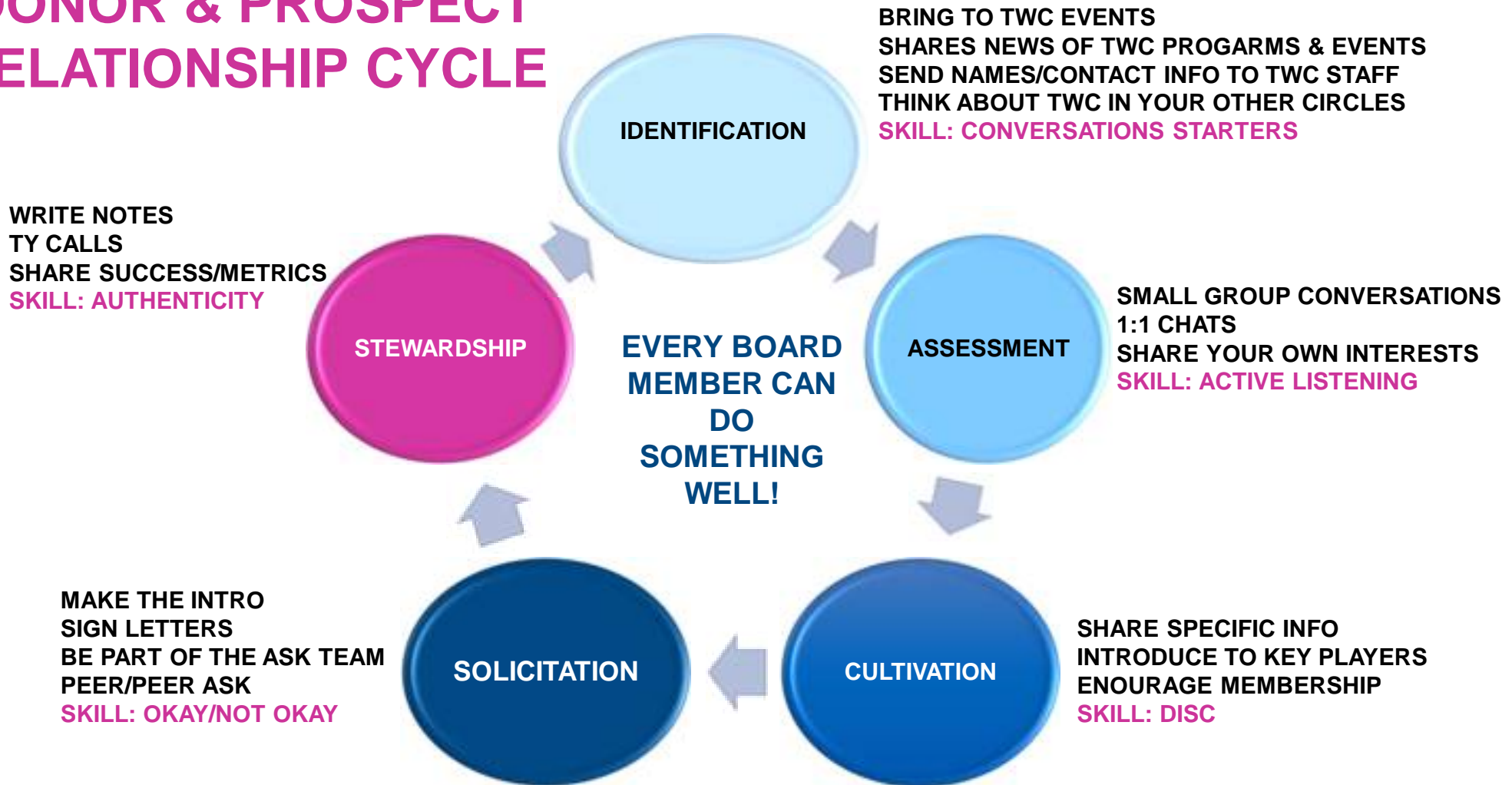
1. Understanding the difference between “technical” and “conceptual” roadblocks
2. How to use the three elements of communication to establish rapport.
 - a) Three elements: Words, Tone, Body Language
 - b) The process of active listening and participation in communication.
3. Understand how personality profiles apply using the DiSC model.
4. How to communicate in a way that makes both parties feel comfortable and increases trust using the OK/Not-OK principle.



DONOR & PROSPECT RELATIONSHIP CYCLE



DONOR & PROSPECT RELATIONSHIP CYCLE



Conversation Starters

Be sure to ask....

- How he/she got involved with the TWC?
- What are some fond memories about the TWC?
- What is it they enjoy most about the TWC – for themselves and others?

And convey...

- Your own connections to and passion for The Wild Center
- How grateful you are for their support & the difference that it makes
- Current Wild Center successes and priorities

✓ Remember to use open ended question vs. close ended questions

Conducting effective conversations

There are two ways to reflect the other person's message:

• Restatement

- Flat mirror

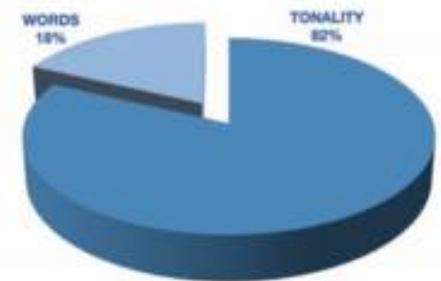
• Paraphrasing

- Convex
- Concave



• TONE

- Enunciation
- Adjust for Purpose
- Inflection
- Softening Statements
- Empathy
- Volume
- Pace



Additional communication technique: Identifying personality styles

Have you noticed:

It sometimes seems easier to bond with certain people more than others?

Sometimes people tend to give too little or too much detail?

Certain people just talk too much?

Some people ask you a lot of questions about you, whilst others prefer to talk about themselves?

Certain conversations happen easily without much effort and other conversations seem to really be a challenge to progress?



DiSC: Identifying Styles



HOW TO IDENTIFY

TASK-ORIENTED

C

- Precise, exact, analytical
- Logical, systematic
- Rarely expresses emotions
- Careful, formal, disciplined, quiet

D

- Decisive, tough, impatient
- Strong-willed, competitive
- Commanding, independent
- Direct, does not follow

S

- Calm, steady, laid-back
- Careful, patient, sensitive
- Listens carefully, always
- Modest, indecisive

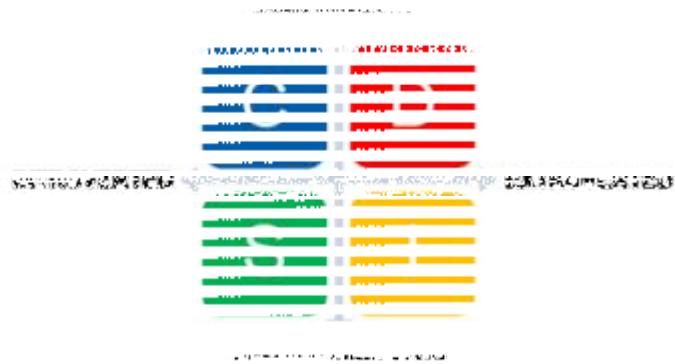
I

- Energetic, talkative, open
- Enthusiastic, energetic
- Perceptive, spontaneous, impulsive, emotional
- Talks more than listens

PEOPLE-ORIENTED

© 2000 by DiSC, Inc.

DiSC: Communicating



HOW TO COMMUNICATE



DISC: Do's & Don'ts



DO'S & DON'Ts

TASK-ORIENTED



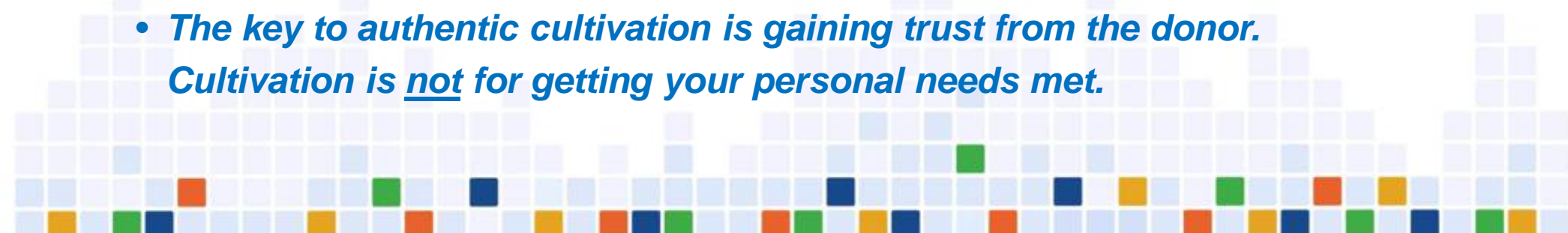
The Role of the OK/Not OK Principle

- I'm not OK, you're OK.
- I'm not OK, you're not OK.
- I'm OK, you're not OK
- I'm OK, you're OK.



Rules to remember...

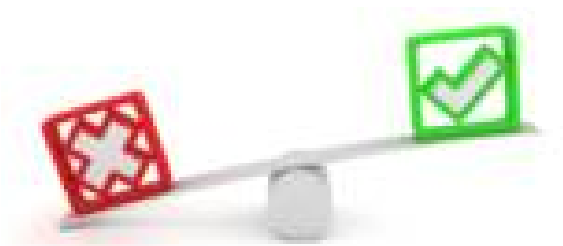
- *Always let the other individual preserve his or her dignity.*
- *The key to authentic cultivation is gaining trust from the donor. Cultivation is not for getting your personal needs met.*



Why Are You Looking at Me Like That?

Examples of verbal and non-verbal indications that a person is feeling **Not OK:**

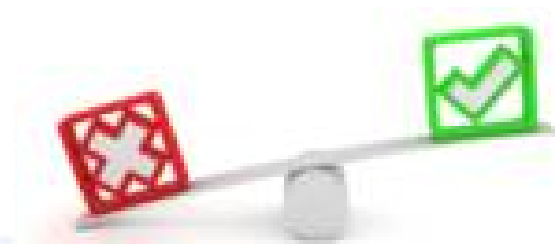
- Frowns, looks stern or confused.
- Leans back in her chair with his arms crossed.
- Fidgets excessively.
- Looks at her watch.
- Either hesitates to answer questions or responds in a questioning tone.



Difficult Discussions...

During some conversations, a person may have these **Not-OK** feelings:

- Fear that s/he will be wasting their time by meeting with you.
- Anxiety about not knowing what to expect.
- Worry that s/he is misunderstood by you and/or that you are not listening.
- Fear that he will be pressured into making a gift.



Non-verbal communication prompts

Hands to face:

The mouth-guard

Nose touching

The Ear rub

The neck scratch

Evaluation gestures

Arms:

The standard arm cross

The reinforced arm cross

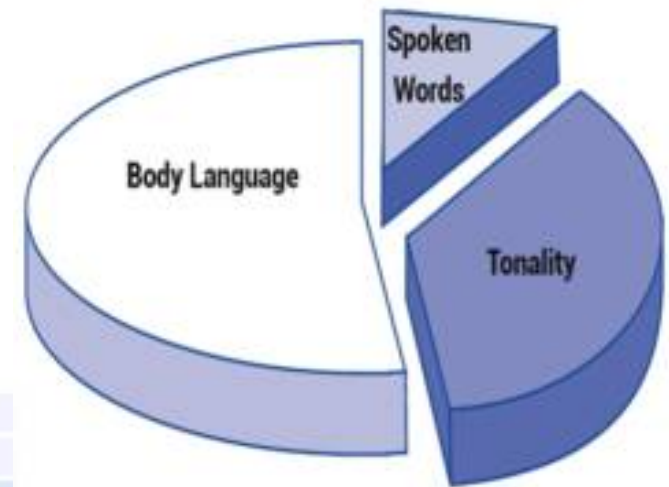
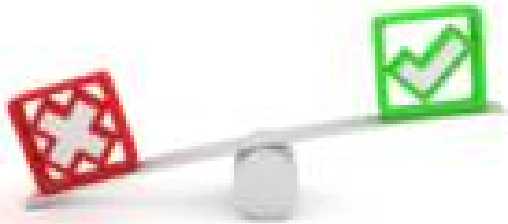
The arm grip

Legs:

The cross

The figure four leg lock

The ankle lock



NOT-OK Feelings

- Think that the questions you ask in order to uncover his needs, goals, and concerns are intrusive.
- Feel that she is the only one with the problem / situation.
- Not sure that he can afford the gift expected or has the budget for it.
- Think that you will take advantage of him.
- Feel pressured to make a decision or Not feel comfortable saying *No*.



WRAP UP

Consider how you can apply the following key points:

Effective questioning skills

Observing body language

DiSC personality styles

Making people feel comfortable

What was your primary take-away from today?

What topics do you feel you would like to explore further?

Thank you for your participation

