

**BOARD OF TRUSTEES RETREAT AND MEETING MINUTES
THE WILD CENTER**

January 12, 2015 – McKinsey & Co., New York City

1:00 PM – 5:00 PM

Board Present:

Tom Aydelotte, Joe Beck, Michael Bettmann, Lynn Birdsong, Obie Clifford, Connie Ferguson, Lynn Fox, Charles Frenette, Robert Friedman, John Huwiler, Peter Kindler, Betsy Lowe, Rich Malloch, Chris McFadden, Jack Ryder, Nancy Simpkins, Charles Svenson, Karen Thomas and Joel Treisman.

Board/Advisory Board/Staff Present via Web Ex:

Katherine Alexander, Paul Alioto, John Colston, Rick Godin, Sally Hart, Nancy Howard, Mike Hunsinger, James Schoff, Sandra Strader, Ross Whaley and Eugene Zeltmann.

Advisory Board Present:

David McAlpin

Board Absent:

Amy Elrod, Thomas Jorling and Paul Maroun.

Staff/Consultants Present: Marci Bencze, Hillarie Logan-Dechene, Robin Ellis, Howard Fish, Clifford Hart, Bob Kronenberger, Christine Owens and Stephanie Ratcliffe.

Welcome

Discussion: Lynn Birdsong called the meeting to order at 1:07 and welcomed all in attendance and on the phone. He began by sharing a bio for George Cigale who was being considered for election to the Board stating that he would be a wonderful addition.

He also stated that the following six Board members were up for re-election: Robert Friedman, Rick Godin, Nancy Howard, Michael Hunsinger, Thomas Jorling and Peter Kindler.

The following Board officers were also up for election/re-election: Donald Clifford – Chairman, Nancy Simpkins – Vice-Chairman, Lynn Birdsong – President, Chris McFadden – Vice President, Nancy Howard – Secretary and John Huwiler – Treasurer.

Lynn asked for one motion to elect all under consideration.

*A motion to elect/re-elect all was unanimously approved.
Betsy Lowe motion, Michael Bettmann second.*

I. Approval of Minutes

Discussion: Minutes of the October 10, 2014 meeting were unanimously approved.

Connie Ferguson motion, Betsy Lowe second.

Action: N/A

II. Report from the President

Discussion: Lynn Birdsong gave a very brief report stating that there would be a few changes to the Board. In addition to George Cigale joining the Board, Claire Leonardi has decided to move to the Advisory Board as her current position demands a lot of her time. He also mentioned that long-time Board member David Johnson had decided to step off from the Board.

III. 2014 Results

Discussion: Bob Kronenberger began by sharing the following projected 2014 results:

- Overall revenues are projected to be 2% over budget and 7% more than last year.
- Admissions revenues are 7% below budget and 5% under last year. Total attendance similar to 2013 but paid attendance was down 9%. Member visits up 7%.
- Contributions were 9% or \$134k above budget and 16% or \$277k more than last year.
- Membership revenues are 14% above budget and last year. The number of active members at the end of 2014 was 2988, compared to 2735 at the end of 2013.
- Store revenues are 5% above budget and 7% above last year. Café revenues up compared to last year for both line sales and event catering. Facility rentals are under budget but up 10% compared to last year.
- Campaign support revenues are \$56k less than budget due to lower expenses.
- Projected 2014 expenses are about \$22k or <1% over budget and \$45k or 1% more than 2013. The 2014 expenses include \$95k added to the budget in September after discussion between the Finance and Marketing Committees.
- Salaries and benefit costs in 2014 are 1% under budget and 4% over 2013 costs.
- Consulting fees are \$85k above budget and \$34k above last year. Major contributing factors are: Marketing plan for Wild Walk - \$95k.

- Maintenance and supplies were \$5k over budget but \$61k less than last year. We did not have some of the large repairs like we did in 2013 (Rainbow Bridge).
- Utilities are \$9k over budget and \$22k above last year – primarily due to increased electric rates.
- Without final numbers we are projecting an operating deficit of about \$217k for 2014 compared to a budgeted deficit of \$250k.
- Board Designated Endowment is \$4.8 mm at the end of 2014. Investment gains in 2014 were \$185k.

Bob also shared a statement of activities for 2015 as well as a schedule of operating expenses and a schedule of support services with a detailed accounting of Marketing expenses for 2015. He also went over a Board Designated Endowment Fund investment summary that he included in the Board packet.

There was then some discussion about the information that was presented. Michael Bettmann asked who the unpaid attendees were and Bob stated that group included Tupper Lake school visits and teachers, Youth Climate Summit attendees, etc. Jim Schoff asked where the money came from to fund the \$217,000 deficit that was projected. Lynn Birdsong stated that it would normally come out of the Board Designated Endowment. Bob Kronenberger added that to date we have used our line of credit to fund it. Lynn Fox asked if we were keeping track of debt to the Board Designated Endowment. Bob Kronenberger answered stating that he is keeping track of the debt in a line but had no current plan to repay that debt. Jim Schoff stated that in the non-profit world, borrowing from a Board Designated Endowment was not a good idea saying that soft loans don't always get paid back. Obie Clifford stated that building the endowment is a top priority. Charlie Frenette mentioned that if people understood that The Wild Center sometimes used the Board Designated Endowment to fund operating expenses that they might not be so apt to give in the future. Joe Beck stated that a huge effort is being made by the Sustainability Committee to put in place appropriate strategies in the next few years regarding creating a permanently restricted endowment. Joe said that it is a real issue right now and we may need to rethink the unrestricted endowment but for now it needs to remain flexible. Lynn Birdsong stated that the starting discipline is to maintain a balanced budget and work from there. Charlie Frenette mentioned that the discussion regarding a repayment plan to the endowment should happen in a future meeting.

IV. Executive Director Report

Discussion: Stephanie Ratcliffe then gave a brief presentation on the 2014 year in review and shared the following:

- Building a Greener Adirondacks Expo – Targeted toward contractors, we are a place to learn about green building. Was a break even event.
- Governor’s Tourism Summit – Hillarie Logan-Dechene was asked to be the North Country Representative.
- Museum Association of New York – Award of Merit for Whiteface Mountain Exhibit.
- Maple Continues –
 - 81 families participating.
 - 16 classes from the Elementary School (all of the classes Kindergarten through 4th).
 - 150 gallons of syrup.
 - Daily public programs for visitors during the maple season.
 - Maple exhibit in the lean-to.
 - Storytelling workshop to capture important stories about how maple creates deep connections to nature and community.
 - Continue work to support and promote the maple industry.
 - Maple gift boxes – Sold online and in store over the holidays – Peter Kindler sent one to a friend and that resulted in a gift to The Wild Center. Joe Beck suggested including a donation card in the future.
- Moments – Exhibit had a great appeal to our visitors, couldn’t be happier with the way things worked out. People loved the art studio. Extending it for 2015, will close out paintings at the end of March.
 - Lynn Fox asked how sales went and Stephanie stated that it did not zero out cost of the exhibit.
- Bird Seed Sale – Funded by a Jeniam Foundation grant. Just completed first year. Once or twice a year people will be able to buy high quality New York State birdseed in bulk. There was also a day of fun bird themed activities.
- Video Drone – Has been a fun adventure, it was purchased through a crowd funding site with Adirondack Gives. Shared photos of footage that Rick Godin has taken.
- Buzzzfest/Flavorfest – Both will be on hiatus this coming year. It does help to do special events and this model will take place more with Wild Walk.
- Grants – Some of the grants this year include:
 - Hearst Foundation - \$75,000 for educational programs
 - Visual Thinking Strategies - \$391,000

- An Institute of Museum and Library Services Leadership grant, nationally competitive grant, one of the largest of 14 given this year.
 - Four other institutions will learn about and train in The Wild Center's methods using the natural environment.
 - Kerri and Jen are the thought leaders and will travel all over the country.
 - Three year project.
- Wild Walk Exhibits - \$144,736
 - Institute of Museum and Library Services.
 - Funds exhibits, staff and evaluation on Wild Walk.
 - This is part of Campaign goal (not new money) and will provide evaluation dollars.
- North Country Regional Economic Development Council/I LOVE New York - \$372,000
 - Marketing research on Millennial Generation
 - Collaborate with Great Camp Sagamore, View in Old Forge, The Hyde Collection. Long Lake Parks and Tourism, ROOST, Museum Association of New York, Tupper Lake Chamber of Commerce, and Adirondack Regional Tourism.
 - We will hire a firm to conduct the research, we will share data with our partners, with the North Country region and with museums across the state.
 - This grant will give us money for very desirable research from an international recognized firm, help us target our marketing efforts to new audiences and fund some of our 2015 marketing initiatives including Wild Walk. It will also help solidify our role as a collaborative leader in the North Country with many different partners, and with I Love NY.

Stephanie stated that the total grants that were awarded in 2014 but not yet disbursed was \$954,172.

- Membership push
 - Met goal of 800 new or renewed members in late November.
 - Increased goal to 900.
 - Multi-departmental initiative.
- White House Recognition of Youth Climate Program
 - TWC on list of top 19 model US programs from list of 120 submitted for consideration.
 - Completed 6th year of Summit/Program.
 - November Vermont replication.
 - Working with partners ASTC and UCAR to seek funding at national level for replication.

- Will be part of the Paris Climate Change Conference of the Parties (COP 21) via remote live broadcast linking science centers around the world.
 - Currently creating a tool kit for sharing.
- Adirondack Gives Campaign
 - Raised over \$10,000 to help fund Youth Climate Summit.
- Rail/Trail Debate Headline
 - A measure to show that TWC is also just a place to convene, not taking a stand, we are a neutral location.
- Farm to School Conference
 - YCS help spur interest in the farm to school project.
 - TWC involved in the project.
 - 65 teachers and food service staff.
 - Now supported by a USDA grant.
- Tick Talk
 - An effort to bring people up to speed about lyme disease in the Adirondacks.
- Museum Campus
 - It is now 81 acres with the recent acquisition of the Klueck Property.
- Wild Walk Countdown to Opening
 - Dave St. Onge has a countdown to opening on his phone.
 - Stephanie showed some construction photos of WW as well as some videos taken using the drone.

Joe Beck asked if we had considered renting out Go-Pros for WW visitors – might be fun to put them on small children to record their experiences.

There was then some discussion about the opening of Wild Walk and how we promote it. Stephanie noted that there are a series of special fest style events being planned including a donor preview on July 3 and a grand opening on July 4. Joe Beck stated that we need to think about cheap and revenue positive ways to extend our reach beyond The Wild Center, specifically in the New York City area.

Stephanie reported that the construction team has been fantastic and asked Board members to thank them this summer. There was then some discussion about naming opportunities, Hillarie passed out a list of the opportunities that are still available.

Lynn Birdsong thanked Stephanie for her report saying what a great year it has been and that it is great to see the results of everyone's hard work. He also thanked the Board for their time, energy and generosity to make it all happen. He then said that there would be a 10 minute break.

VII. Marketing & Communication

Discussion: Tom Aydelotte began by stating that there will be some significant challenges ahead but The Wild Center is a “can do” organization. He said that the Marketing Committee had been looking at all of the ways that TWC could present itself to the public. He then invited Howard Fish to share his presentation titled “Growing The Wild Center’s Appeal and Audiences 2015/2016”. Howard shared the following:

- The charge of the communications team was to turn the investment in Wild Walk into a long-term advantage for TWC.
 - Long-term depends on donor support, need to leverage excitement about Wild Walk into new interest from donors as well as visits by new audiences. Need to get people to think more deeply or differently about us.
- How do we do this?
 - Be valuable, do things that matter.
 - Effectively tell people about it. Telling must be honest, compelling, consistent, simple, supported, heard.
- Made a decision as a group that selling Wild Walk as the only story would be a mistake. Three reasons for that:
 - Would suggest value is mostly in adding big, new things to do.
 - Would risk shrinking rather than enlarging our story.
 - Would be tough to trumpet Wild Walk and then try to get people to pay attention to a second message. They decided that they wanted to get people to think more deeply about us, and use Wild Walk as the exclamation point on that idea, not as the central thesis.
- So now they still had two problems:
 - We need to announce Wild Walk and want everyone to know about it and be buzzing.
 - We need to get the big message out about what we do front and center while attention is focused on us over the next 12 months. People are going to donate to TWC, not Wild Walk.
- We need to understand the big story and see how Wild Walk supports that, and effectively link Wild Walk as part of that bigger story. What is the big idea?
 - What makes TWC different?
 - What is our biggest true story?
 - How does this support our strategic and business plans, which ultimately is what we are trying to drive?
- Finding Direction
 - Often it is hard to communicate because there is not an agreed upon basic narrative.

- You need to surface that narrative, which sometimes gets deeply into strategic directions and resolving issues of focus.
- Long days dive into The Wild Center.
- Three Cornerstones – In addition to mission statement, we depend on these as foundational for the narrative.
 - Brand Positioning Statement – Designed to succinctly define a meta audience, our core function of what we are and what we do, and essential benefit people take from their engagement with the Center.
 - Research – The second piece of the foundation was the research that Jack Ryder and Ginny Valkenburgh assisted with, and research that was conducted on site this summer. In total, there were 2800 responses. The following were six insights derived from the research and the implications for each:
 - Most visitors were very satisfied with The Wild Center. **Implication** – We should talk about what we know we do, and do that as forcefully as we can. We know that the current experience is valued, and gives us a strong foundation for future direction.
 - Most respondents are well educated but at every level of education the learning-full experiences of all kinds are highly valued. **Implication** – Reinforces our Brand Position that we target people who are inquisitive, regardless of degrees earned.
 - We are a social, shared experience that brings people together. **Implication** – We should think about how we present and act on TWC as a community and a place to share and come together.
 - Beyond distance and cost, static exhibits and movies and limited number of exhibits are seen as key weaknesses. **Implication** – We need to think of a real way to communicate that there are new views to find at the Center on every visit, and deliver on those new experiences.
 - Some felt there were limited outdoor exhibits and activities. **Implication** – Need to let people know that we are fundamentally about the outdoors. That is our subject, and what we help people explore.
 - Some felt that TWC was too kid-oriented, with not enough for younger adults or for adults. The number two driver of visits behind rain, was "the kids wanted to go". **Implication** – It's nice to be loved by people with small kids, but we need to speak more directly to the adults, and deliver more experiences they value.

- Copy Strategy – It is the essence of what Wild Walk is, what it does, how we would prove it does what we say it does, and finally what the audience gets from the experience. This was developed by a team that included Tom, Howard, Stephanie, the exhibit team, Dave St. Onge, Chip Reay and Derek Prior:
 - *“Wild Walk is an elevating journey into nature – it takes you deeper and higher, it’s multi-storied and multisensory, adventurous and contemplative, made by TWC and its original designers, surrounds you with the living breathing forest making you feel a powerful connection to the world around you.”*

Howard then took a few minutes to show a series of versions of the committees ideas stating that this was just a sense of the idea that they needed to deliver on. The ideas were See Forever, See Beyond, See Different and See Always. He said that for this to be effective as a campaign we need to share the idea on our website, in our videos, on our walks, in our programs, photo contests, in our brochure, on merchandise, uniforms, at our opening events, etc.

Wild Walk

Howard stated that we can talk about Wild Walk using language that will lead toward the bigger idea, and the rest of the See Forever material could be developed to intersect and take over as people come in contact with Wild Walk. He stated that Wild Walk specific communication should be in the following places:

- On our new web section for Wild Walk
- In our teaser video
- Our model at Lake Placid Information Center
- In the press (see kit)
- In our brochure
- All over social media
- On our map
- In a 100% Wild Walk Otter
- On the re-bannered streets of Tupper
- In the Northway High Peaks Rest Area
- In advertising print and online
- Blanketing top Adirondack visitor websites
- On public radio
- On television
- In our traveling road show

Howard then stated that it was the recommendation of the team that The Wild Center commits to this as a direction, and that we point toward it as Wild Walk is launched. He said that it means that we need to support this new campaign effectively, and in a

sustained and meaningful way in development language, on our campus site, in our actions and words and in our programs and when speaking about programs. We should plan to build it so it is well understood and integrated this summer and leading into our 2016 fundraising gala. This means we need to plan and execute it so it achieves specific desired and measured results.

There was then a question and answer period so the Board could share their thoughts and reactions to Howard's presentation. Here is their input:

Nancy Simpkins – Thanked the group for their work, it is exciting, has so many possibilities.

Chris McFadden – Struck him as a large, elegant framework to let people see us as we see our organization, raises our game. Presents it in a much more elegant way. Powerful work.

Nancy Howard – We share a phenomenal world! Loves it, phenomenal, Congrats!

Michael Bettmann – Phenomenal story, tool. Hearing it for the first time, he needs a script so that he can share it with friends of The Wild Center. Most impressive is that we are building the whole Wild Center, it's a great tool.

Stephanie Ratcliffe – Applauded the committee for the work that they did.

Lynn Birdsong – Phenomenal, share is key word. Intrigued, different, engaging. One thing that struck him – things that appeal to people are the least expensive and least complicated ideas. Not a word about the building, created environment for people to see it.

Joel Treisman – There are layers beneath, we share with other people, go out in groups to explore.

Jim Schoff – Can we send press kit to all Board members electronically?

Charlie Svenson – The things people liked were the interactive things to get people engaged. Love the thought of people exploring, doing.

Lynn Birdsong – Commented on “never stop”, doesn't like negatives. Suggested “let's find ways to explore”. Is there a two sentence elevator piece?

Howard Fish – Most important place it is shared is one on one.

Tom Aydelotte – Thinks the staff will love it.

Karen Thomas – Loves “an elevating journey into nature”.

Howard Fish – All things need to revolve around this.

Lynn Fox – Stephanie Ratcliffe said that we envision new ways for people to live in harmony with nature – we have consistency in what we do and what we tell people.

Lynn Birdsong – It’s all about opening eyes to a new way of seeing the people/nature connection.

Tom Aydelotte – It is reflective of positioning statement.

Rich Malloch – Thinks that there are too many words on some of the phrases, maybe say half of what is said. Less is more.

Obie Clifford – Thinks it is fabulous and has two questions: 1) Need message with simple language to share with donors soon and 2) In October he shared Wall Street Journal article re: creatures disappearing. Need to get message across about Mother Nature being nice to us not just about us being nice to Mother Nature. Should be incorporated – Forever – sharing a phenomenal world.

Charlie Frenette – Recommends that we green light this work in terms of critical path. Need to get this done sooner rather than later.

Lynn Birdsong – In budget you will see the money to cover this work.

Howard Fish – The target date is January 2016. You don’t have to understand “See Forever” to get it.

Michael Bettmann – Why are we not focused on a big splash for the July opening versus rolling it out in January?

Howard Fish – Worried that we can’t deliver “See Forever” at first.

Michael Bettmann – We will get a lot of kick from initial opening, idea makes a lot of sense.

Howard Fish – There will be three opening events, would love for them all to be participatory.

Lynn Birdsong – We launched without benefit of doing new strategic plan, still need to determine what our target is. Is this good territory to be in with an unknown destination to accomplish what we want to accomplish?

Charlie Frenette – The fundamental message sets the corridor to write the strategy. It is liberating.

Joe Beck – It is directionally correct.

Stephanie Ratcliffe – Feels like a natural evolution, comes from who we are now.

Lynn Birdsong – Agrees we should give it the greenlight.

Lynn Fox – Not comfortable with a vote to spend the \$400,000 until we hear about the budget.

Tom Aydelotte – Marketing budget should not be cut.

Stephanie Ratcliffe – There is a specific timing to the work that needs to be done, it is a leap of faith.

Rich Malloch – How much comfort is there that we can meet our budget?

Lynn Birdsong – Projecting a 20% increase in visitation, built off higher numbers than we currently have. Almost like a new museum opening in the Adirondacks. Digging into the Board Designated Endowment is not what we want to do.

Lynn Fox – Balancing the budget is very important.

Charlie Frenette – Need to scrub budget and make sure we can do it all. To shut it down is hard, especially when there is momentum.

Rich Malloch – This is definitely brand marketing. We are there strategically but it doesn't say how we can drive visitors into the building. How do you extract someone who isn't planning to be at The Wild Center to get them to come?

Stephanie Ratcliffe – Howard should come back and show what Rich is looking for in terms of how the marketing plan will drive traffic through the door.

Lynn Fox – Based on the work of the Sustainability Committee, donor acquisition will help the bottom line. If we want to pull donors in we need to reach donors outside of the Adirondacks.

Hillarie Logan-Dechene – The two can't be mutually exclusive. Personal relationships will help get money. To get to a balanced budget we need to grow the donor base. Both messages are extremely critical.

John Huwiler – Reality – a couple \$100,000 swing either way. We have 60,000 visitors a year. We need people who want to give a large amount of money. How do we attract someone with a lot of money who wants to give to us. Someone who is conservation minded and wants to use us as a megaphone.

XI. 2015 Budget Development

Discussion: Bob began by sharing his comments regarding the 2015 budget:

- Overall revenues for 2015 are budgeted to increase by \$536k or 17% over 2014.
- Admission revenues are projected to increase by \$210k with the opening of Wild Walk and increased ticket prices. The projected increase in attendance during July and August is approximately 220 people per day. This would bring attendance to summer levels similar to actual results in 2010 (our 5th summer open).
- Contributions are budgeted to increase by \$230k. Of this amount \$170k is in restricted operating grants which we have already been awarded for 2014 (this includes CFA and IMLS Wild Walk grants).
- Membership revenues are budgeted to increase by 4% after an increase in 2013 of 14%.
- Store and café revenues are projected to increase based on the higher attendance and slightly increased revenues per visitor as we continue to improve revenues on a per visitor basis.
- Facility rentals are projected to increase based on adding 4 additional events in 2014.
- Campaign support is down \$35k in the 2014 budget, based on budgeted campaign expenses.
- Endowment draw is based on actual realized investment income for the annual period ended the prior September. This was \$142k for the year ended Sept. 2014 compared to \$81 for the prior year.
- Overall operating expenses are projected to increase by \$319k or 10% over 2014.
- Salary and benefit costs are projected to increase by \$134k or 7% over 2014. The major changes causing the increase are:
 - Additional staffing – interns, admissions, café re: Wild Walk
 - Temporary staff position – funded by grant
 - General staff increases
 - Additional interns – education and marketing
 - Health insurance premiums increase of 12% partially offset by employee cost sharing.
- Consulting fees are projected to decrease by \$63k or 14%. This is primarily due to: Marketing plan incremental consulting fees of \$95k in 2014 vs. \$41k in 2015 budget.

- Maintenance and supplies are projected to increase by \$81k or 24%. Significant components of this increase are:
 - Stain pond side of building (this has been deferred for 2 years) - \$39k
 - Facilities needs: update wireless access points, floor scrubber, UV sanitizers - \$32k
 - Admissions: new admission signs and stickers - \$8k
- Marketing expenses are budgeted to increase by \$128k in 2015. Considering that an additional \$95k was spent in 2014, this is about \$225 above historical annual marketing expenses. A detailed analysis of the 2015 marketing plan is included in your Board materials.
- Campaign expenses are budgeted to increase by \$42k in 2015. This is primarily for printing, postage and mailing costs.
- Overall we have projected a breakeven from operations in 2015 based on additional revenues related to the opening of Wild Walk and restricted operating grants that are supporting our operating plan.

There was then much discussion about the information that was presented. Charlie Frenette asked if it would be possible to share the marketing plan with the Board so that they had clarity on where everything would be spent and to help them understand the strategy behind it. Howard Fish stated that the marketing plan is based around research and that it is a tool to help remind people why they love The Wild Center. Rich Malloch stated that he wants to know that the expense will yield the audience. Chris McFadden stated that we do have nine years of historical data to provide information on where to go next. Lynn Fox said that there needs to be a contingency plan in place about where we are going to go if things don't work out. Bob Kronenberger stated that many things had already been taken out of the budget to get it where it needs to be. Lynn Birdsong requested that Howard send a document to the Board as soon as possible that highlights the strategic essence of the marketing plan. Lynn Birdsong then stated that there were two issues to be considered:

- Approve proceeding with the Marketing Plan as presented by Howard Fish.
- Vote on accepting the 2015 Budget.

A motion to proceed with the Marketing Plan as presented was unanimously approved.
Charlie Frenette motion, Nancy Simpkins second.

A motion to accept the 2015 budget was unanimously approved.
Charlie Frenette motion, Nancy Simpkins second.

XII. Development and Campaign Report

Discussion: Hillarie Logan-Dechene then gave a brief Development and Campaign Report and shared the following 2014 results:

- 2014 was a great year in development. Gifts received in 2014 totaled \$3.8 million.
- Exceeded our Annual Fund Goal, raised \$1.6 million, closed more than \$130,000 of the original budget gap. We had nearly 100 more donors than last year.
- An additional \$950,000 was raised in grant awards in addition to the \$3.8 million that will fund multi-year projects.

Campaign

- To date we have raised \$19.7 million toward our goal of \$20 million.
- To fund our three priorities, we need to raise \$3,160,000 in 2015.

Membership

- Thanks to a museum-wide effort implementing the recommendations of the Membership Ad Hoc committee, we increased Membership revenue by 14%.
- Because of this growth, total membership increased year-over-year for the first time since the museum opened – reaching nearly 3000 households.

Board Engagement

- To maintain past success in fundraising, we need more Board Members actively helping us get to know more key prospects.
- We ask you to be Ambassadors.

Karen Thomas mentioned that Campaign committee members would be in touch with Board members to talk about Wild Walk. She stated that many have already made multi-year commitments to the Annual Fund and that those would be running out soon and the committee hopes those would be renewed. Lynn Birdsong asked all to bring their friends into the fold. Hillarie mentioned that there has been 100% staff participation for the Annual Fund. Lynn Birdsong said that it would be wonderful if everyone could give at least a little something for Wild Walk.

XIII. Sustainability Committee

Discussion: Chris McFadden then gave Board members a brief update on the current work of the Sustainability Committee. He stated that one of the main goals of the committee was to grow TWC's value proposition and that the Board mandate was to choose option "C" which would require the Center to develop new sources of revenue and development support to achieve its sustainability objectives.. He then reported that the committee had a very productive planning session which they considered a kickoff to the 2015 planning process. He reported that the next steps of the committee were as follows:

- Distill and review yesterday's brainstorming session
- Force rank ideas and pursue further diligence
- Reconcile new strategies with known financial boundaries
- Refresh TWC financial model for 2014 & 2015 updates

- Evaluate external consulting resources
- Prepare detailed briefing for April Board meeting

Lynn Fox mentioned that the committee may have something more to report before the April Board meeting.

Stephanie then took a moment to thank all Board members for their participation calling it an incredible meeting.

The meeting was adjourned at 5:23 pm.

XIV. Executive Session

Was deferred in the interest of saving time.

XV. Upcoming 2015 Meeting Dates

Monday, April 20, 2015 (NYC)

Monday, July 6, 2015 (TWC)

Friday, October 9, 2015 (TWC)