

BOARD OF TRUSTEES ANNUAL MEETING MINUTES

THE WILD CENTER

January 26, 2016 – McKinsey & Co., New York City

10:30 AM – 3:00 PM

Board Present:

Tom Aydelotte, Joe Beck, Lynn Birdsong, George Cigale, Obie Clifford, Lynn Fox, Rick Godin, Sally Hart, Nancy Howard, John Huwiler, Thomas Jorling, Peter Kindler, Betsy Lowe, James Schoff, Nancy Simpkins, Charles Svenson, and Karen Thomas.

Board/Advisory Board/Staff Present via Web Ex:

Martha Bullock, Linda Rosenstock, Sandra Strader, and Gene Zeltmann.

Board Absent:

Paul Alioto, Michael Bettmann, John Colston, Amy Elrod, Charles Frenette, Robert Friedman, Michael Hunsinger, Rich Malloch, Paul Maroun, Chris McFadden, Jack Ryder, and Joel Treisman.

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

Welcome

Discussion:

Lynn Birdsong called the meeting to order at 10:40 am and welcomed all in attendance in the room and on the phone. He then invited Nancy Simpkins to give this portion of the report as this would be his final meeting as President of the Board and she would be moving into that position.

I. Board Elections

Discussion:

Nancy began by stating that this was the annual meeting and that the two most important items on the agenda were Board elections and approval of the budget. She said that there were some members whose terms were expiring who would need to be re-elected as well as officers who would need to be elected.

Action: A motion to re-elect Lynn Fox, Elizabeth Lowe, Paul Maroun, James Schoff, Nancy Simpkins, Sandra Strader, Charles Svenson, and Karen Thomas was unanimously approved.

Joe Beck motion, Lynn Birdsong second

Action: A motion to elect the following officers to the Board of Trustees was unanimously approved:

- Donald K. Clifford, Jr. – Chairman
- Nancy Simpkins – President
- Chris McFadden – Vice President
- Nancy Howard – Secretary
- Chris McFadden – Treasurer

Lynn Birdsong motion, Charlie Svenson second.

Nancy Simpkins also reported that effective today (1/26/16), John Huwiler would be leaving the Board. She took a few moments to thank him for his service to the Board and for his commitment to the Finance Committee. John then stated that he plans to stay engaged with The Wild Center and that he is stepping down because his schedule doesn't allow him to give enough time to the museum. He called it a sabbatical.

Resolution

Nancy then took a moment to read the following Board resolution of The Wild Center in recognition and profound appreciation of distinguished service by Lynn Birdsong which was duly passed on January 26, 2016:

"In recognition and profound appreciation of distinguished service by Lynn Birdsong.

WHEREAS, Lynn Birdsong has always been mindful of the interests of The Wild Center and he has worked tirelessly to advance the mission of the Center during his six years as Board President;

WHEREAS, Lynn Birdsong has provided outstanding leadership and guidance to The Wild Center; and

WHEREAS, Lynn Birdsong faithfully and with honor, integrity and great distinction served as Board President of The Wild Center for over six years;

RESOLVED, that The Wild Center Board of Trustees formally acknowledges his service and extends immense gratitude for extraordinarily productive and visionary leadership guiding the center to new heights."

Nancy Simpkins then stated that the resolution doesn't say enough and that what Lynn has done with the institution in the last six years that he has been President of the Board has been remarkable. Obie Clifford stated that The Wild Center has been open for ten years with Lynn joining the Board our opening year. He said that the Board has become amazing because of Lynn. Lynn then thanked all for their good work and stated that it had been a privilege, not work. He then took a moment to thank Obie for giving him the opportunity. Stephanie Ratcliffe presented Lynn with a promissory note that he can use for a Tim Fortune painting of his choosing.

II. Approval of Minutes

Discussion: Minutes of the October 9, 2015 meeting were unanimously approved as presented with the following wording change noted by Tom Aydelotte:

- Lynn Birdsong – Wild Walk was an eight year challenging process and we are pleased with the outcome. (this replaced – Wild Walk was an eight year mess but we were pleasantly surprised with the outcome.)

Lynn Fox motion, Sally Hart second.

Action: N/A

III. **Presidents Report**

Discussion: Nancy Simpkins took a moment to thank the Board for their support stating that it would be difficult to follow Obie and Lynn as President. She mentioned that the bylaws state that she needed to mention that this was the annual meeting. She took some time to reflect on the tenth anniversary celebration that had taken place on Monday night and thanked all for their contributions that helped make the night a great success stating that it was an amazing night. There was then some brief discussion regarding the event and the following comments were made:

- Being part of the committee, Board members got to know each other better and accomplished something spectacular. – Nancy Howard
- The location was unbelievable, everything went like clock-work and was very well done – Lynn Birdsong.
- Hillarie did an amazing job, thank you for going above and beyond – Joe Beck.

Nancy Simpkins then reported that Governor Cuomo had sent the following proclamation with Fran Barrett who was in attendance that evening and asked Hillarie to read it to all in attendance:

“Whereas, the Empire State is committed to preserving our environment for citizens today and for those generations yet to come, and we are thankful for distinguished institutions and organizations which serve as stewards of our natural world; thus, all New Yorkers join to celebrate the 10th Anniversary of The Wild Center; and

Whereas, begun as the brain child of the former NYS DEC Region 5 Director Betsy Lowe, a woman with deep roots in and an enduring passion for the Adirondacks, the underlying mission of The Wild Center is the promulgation of the peaceful and harmonious coexistence of people and the natural world that the Adirondacks is achieving; since its grand opening in 2006, the Natural History Museum of the Adirondacks has interpreted and underscored the ways that people and nature can thrive together, setting an example for the world; and

Whereas, this unique environmental and educational center, originally 31-acres, now 81-acres is set alongside the Raquette River in Tupper Lake in the heart of the Adirondack Park; the main building, green-built and green-operating, opens onto the Big Wolf Great Hall and is a cross between a museum, the Find

Out Forest, and an animal sanctuary, with a Living River & Waterfall Exhibition serving as a home to fish, ducks, and otters; many delightfully fun hands-on experiences await the young and the young-at-heart, learning about the ecosystems of the ancient and current Adirondack forests; and

Whereas, encompassing The Wild Center's pond and wetlands are many trails that showcase the myriad wildlife and plant species of the region; the newly opened Wild Walk is an elevated nature trail made of bridges and platforms that transport you out over the forest and through replicas of habitats like the giant eagle's nest and the oversized spider web; and

Whereas, with year-round, all season access, families and individuals travel from all over the world to have the opportunity to learn and be fascinated at this cutting-edge museum which is also a great economic boon to the local tourism industry; The Wild Center's renowned programs include the Adirondack Climate Conference and the Adirondack Youth Climate Summit; and

Whereas, while The Wild Center has grown and evolved over the past decade, its fundamental values and loyalty to the principals of environmental conservation, protection, and education have remained strong and purposeful; I extend congratulations to Chairman Donald K. Clifford, Jr., President Lynn S. Birdsong, the Board of Trustees and Advisory Board, and Executive Director Stephanie Ratcliffe and her staff on this special occasion;

Now, therefore, I, Andrew M. Cuomo, Governor of the State of New York, do hereby confer this Citation in recognition of the 10th Anniversary of The Wild Center as it celebrates this exciting milestone with best wishes for continued success ahead."

Nancy then shared a few of her goals for the year:

- Implement feasibility priorities.
 - Staffing – May be some shuffling, shifting, adding of support
- Work on building the endowment.

Executive Director Report

Stephanie Ratcliffe began her report by saying that The Wild Center had recently been given the following awards:

- A MANY Innovation in Interpretation Award of Merit
- An Associated Builders and Contractors Excellence in Construction Award which was given to Northland Associates for Wild Walk.
- Wild Walk will be included in a Design Museum Foundation traveling exhibition on creative play spaces.

IV. Financial Report

Discussion: Bob Kronenberger went over the financial dashboard showing projected results through 2015, and shared the following information:

- Overall revenues are projected to be 30% over budget and 52% more than last year.
- Admissions revenues are 146% above budget and 251% above last year. Total attendance was up 168% and paid attendance up 208% compared to last year. Member visits were up 205%.
- Contributions were 11% or \$201,000 below budget but 2% or \$30,000 more than last year.
- Membership revenues are 104% or \$282,000 above budget. The number of active members at the end of 2015 was 6257, compared to 2993 at the end of 2014.
- Store revenues are 58% above budget and 82% above last year.
- Café revenues are 78% above budget and 138% above last year.
- Campaign support revenues are \$165,000 less than budget as campaign expenses were funded by operations after August.
- Projected 2015 expenses are about \$324,000 or 9% over budget. Over budget expenses are primarily:
 - Staff recognition payments
 - Strategic planning consultants
 - Youth climate program ramp up
- Salaries and benefit costs, excluding staff recognition payments were on budget in 2015.
- Consulting fees are \$67,000 over budget (excluding strategic plan costs) primarily due to marketing creative costs (advertising and promotion costs are under budget).
- Maintenance and supplies were \$104,000 over budget due to program costs for Wild Walk opening and Youth Climate Summit ramp up.
- Without final numbers in, we are projecting an operating profit of about \$750,000 for 2015 compared to a budgeted break even.
- Board Designated Fund is \$4.25 million at the end of 2015 vs. \$4.8 million at the end of 2014. The reduction includes funding 2014/2013 deficits of \$461,000 and draw to support operations/campaign of \$302,000.

2016 Budget

Discussion: Bob then shared the following 2016 budget information:

- Overall revenues for 2016 are budgeted to decrease by \$682,000 or 15% compared to 2015.
- Admission revenues are projected to decrease by \$296,000 representing a 20% decrease in attendance for the months of July through October.
- Overall contributions are budgeted to decrease by \$95,000.
- Membership revenues are budgeted to decrease by 20% during the June-October period.

- Store and café revenues are projected to decrease with the budgeted decrease in attendance, offset somewhat by an increase in per visitor spending. Facility rentals are projected to decrease based on decision to not book additional weddings in July/August this summer.
- Campaign support is no longer included in the budget – this was \$160,000 in 2015.
- Endowment draw is based on actual realized investment income for the annual period ended the prior September. This was \$314,000 for the year ended September 2015, however, we have only included \$142,000 (the same as in 2015) in this budget. This leaves an additional \$172,000 in the Board Designated funds pending decisions by Futures Committee work.
- Overall operating expenses are projected to decrease by \$8,000 compared to 2015.
- Salary and benefit costs are projected to increase by \$82,000 or 3.7% over 2015. Major changes are:
 - Additional staffing: YCS support position, marketing social media manager (offset by decrease in consulting fees), development position (convert current campaign position to more experienced staff position).
 - Seasonal parking, janitorial, intern staff.
 - General staff increases.
 - Health insurance for new staff – maintained costs for existing staff.
- Consulting fees are projected to decrease by \$224,000 or 40%. This is primarily due to:
 - Strategic planning consulting - \$100,000 in 2015 vs. \$25,000 in 2016.
 - Reduce campaign consultant by \$55,000.
 - Reduce marketing consulting by \$100,000 (partially offset by new staff person and increase in promotion costs).
- Maintenance and supplies are projected to increase by \$65,000 or 12%. Significant components of this increase:
 - Upgrade building controls for troubleshooting and monitoring systems remotely - \$33,000
 - Spider web replacement - \$25,000
- Overall we have budgeted a net surplus of \$76,000 from operations in 2016 while projecting a 20% decrease in attendance.

There was then much discussion regarding the results with the following points being made:

- What are the specific business objectives for the coming year? – Lynn Birdsong
- Why are contributions down? Was there donor fatigue? – Charles Svenson

- o Hillarie Logan-Dechene replied that there was an aggressive number in the budget, and we did make the difference up in membership sales.
- Have we hit the ceiling on Annual Fund contributions? Do we need to make changes going forward? – Lynn Fox
 - o Stephanie Ratcliffe stated that it looks like \$1.6mm is our “stable” number.
- Wild Walk III and IV are investment opportunities. It requires a certain amount of vision and creativity to get people to invest. – Tom Aydelotte
- We shouldn’t lose the Adirondack focus but need to expand our reach and scope, that is the challenge right now. – Joe Beck
- We need to build a substantial endowment or tap out on \$1.6mm budget – Jim Schoff
- People don’t donate, they invest. – Joe Beck
- There is a perception in the Adirondacks that The Wild Center is a wealthy 501c3 (non-profit), how do we change that? – Tom Jorling
 - o The idea is to get people to donate to our programs, we want them to want to give to what we do. – Lynn Fox

Bob Kronenberger also shared the following key assumptions from the 2016 budget:

- Revenues
 - o Admissions revenues – projecting down 20% from July-October.
 - o Membership revenues – projecting down 20% from June-October.
 - o Contributions – projecting down \$100,000.
 - o Did not use full endowment draw that was available.
- Expenditures
 - o Staff increases of \$50,000 included (average about 3%)
 - o Staff positions (new or reallocation):
 - Education – YCS support - \$30,000 plus benefits.
 - Marketing – Social Media Manager Fellowship - \$50,000 plus benefits (cost offset by reduced consulting fees).
 - Development – Campaign position not ended with gala – new hire a more experienced person.
- Significant Facilities costs
 - o Upgrade building controls – for monitoring and troubleshooting systems remotely, including life support systems for animal care.
 - o Spider web replacement – showing wear around the edges, it is very labor intensive to replace.
- Cost increase due to grants that ended in 2015
 - o IMLS Maple – supported staff salary costs for maple program
 - o IMLS Wild Walk – supported exhibit and staff salary costs

- Capital Items
 - Condensers for chillers, network switch replacement, upgrade wireless access points, upgrade theater equipment (new projectors, etc.), new truck for facilities. Overall our capital budget is between \$130-\$180,000 (depending on how much of the theater project is grant funded).
 - With new theater equipment we will be able to do web-casting which will expand our global reach, will be able to do TED type talks. This will help maintain the perception that we are an anchor in the community.
 - Tom Jorling suggested implementing some type of system to keep track of capital replacement needs. Bob Kronenberger replied that Facilities keeps a list of all of their equipment and what needs to be replaced when.

A motion to accept the 2016 budget was unanimously approved.

Lynn Birdsong motion, Tom Jorling second.

Proposed Resolution

Bob Kronenberger then presented the following resolution to the Board for their approval:

“Be it resolved, that based on the results of operations in 2015, the \$461,000 in funds used from the Board Designated Endowment fund to fund 2013 and 2014 operating losses be returned to the Board Designated Endowment fund.”

The resolution was unanimously approved.

Jim Schoff motion, Nancy Simpkins second.

There was a question regarding what the profit from the 10th Anniversary Celebration would be and how that would be spent. Hillarie Logan-Dechene stated that it was possible that the event would net approximately \$600,000. It was suggested that we take \$500,000 of the profit and pay down the Wild Walk loan which would bring the balance down to \$3 mm. Lynn Birdsong stated that the celebration will make a huge difference in the ability to pay the Wild Walk loan. There was then much discussion regarding ways to pay down the loan.

Action: At the end of that discussion it was decided that there should be a motion made.

A motion to approve the pay down of the Wild Walk loan with up to \$1 million of net proceeds from the 10th Anniversary Celebration at the discretion of Stephanie Ratcliffe as well as to continue the conversation with the bank regarding restructure of the loan was unanimously approved.

Lynn Birdsong motion, Nancy Simpkins second.

V. Reflections from COP 21

Discussion: Karen Thomas took some time to share her experiences at the recent COP 21 event in Paris, France. She began by saying that the Youth Climate Summits are near and dear to her heart and that the first summit that was held at The Wild Center was “the real deal”. She took a moment to mention some recent accomplishments in the past year pointing out awards from the White House, toolkits that were created, and travel to youth summits all over the world. She said that she felt very fortunate to have been able to experience COP21 and that Gina Fiorile did an amazing job representing The Wild Center. Stephanie Ratcliffe also reported briefly on her time there as well. She made the following points:

- It was an absolute honor to be there and experience it.
- The tides are changing.
- There were 400 leaders of different organizations in attendance.
- Fossil industries are a liability.
- Anything related to climate is a business opportunity.
- We have many years of work ahead of us.

VI. Development and Campaign Report

Discussion: Hillarie Logan-Dechene began by sharing the following information regarding Comprehensive Campaign Goals – 2010 vs. 2016:

- Campaign - \$20m – Raised - \$23.47m
 - Operating support - \$5m, Revised Goal - \$9m, Raised - \$9.13m
 - Capital Exhibit - \$4m, Revised Goal - \$4.5m, Raised - \$4.78m
 - Endowment - \$9m, Revised Goal - \$6.5m, Raised - \$9.55m
 - Campaign Expenses - <= \$2m, Actual - \$1.78m

Hillarie reported that to date, \$23.47 million in cash, pledges and bequest intentions had been raised and thanked everyone for all of their support. She also mentioned the following positive campaign byproducts:

- Fundraising plans had been made.
- Gift acceptance policies had been created.
- There was more focus on the Board Designated Endowment.
- Creation of the Linda Vaughan Society.
- ALTRU database and updated recordkeeping.

Hillarie also mentioned that stewardship of donors will be a major focus moving forward. Obie Clifford stated that the most important job that the Board can do is to bring friends in and make new friends. Betsy Lowe suggested that Board members have business cards with TWC information on them. Hillarie mentioned that there are passes available that Board members can give to guests with their name on them so we know who sent them.

Someone asked what the total money raised for the 10th anniversary celebration was and Hillarie said that as of this morning the total gross revenue was \$746,604 and preliminary expenses were at about \$125,000. She said that she would share what the final net revenue was as soon as it was determined. She concluded her report by thanking the Campaign Cabinet for their amazing hard work and dedication.

VII. Sustainability Committee Status

Discussion: Lynn Fox then reported on the status of the Sustainability Committee's work. She began by giving a brief review of the committee and Wellspring's work to date and shared the following information:

- We need to secure a broader range of donors.
- We are seasonal.
- Interviewed staff, Board members and volunteers. Getting ready to do more interviews and then move forward.
- Trying to think of more ways to convene.
- Provide more outreach to attract funders.
- Trying to promote Youth Climate Summit in a way that will attract funders.
- Need to build core strategic goals and move forward from there.
- Wellspring started to build a financial model moving forward.
- Work needs to be done on a list of Adirondack organizations to reach out to, we only have a small sample right now. Wellspring has created the list that was handed out to Board members and they were asked if they have any contacts at any of the organizations so that we can get our foot in the door.
 - We may need help from Board members to get organizations to open their doors to us a little wider
 - Strictly for data collection purposes
- Talked about growing our virtual presence, George Cigale mentioned that there is not a lot of expertise in house with our online presence but we will get there. Betsy Lowe mentioned that now might be a good time to reach out to the Weill's. Joe Beck mentioned that maybe Obie could make the initial contact and say that we are doing a study and we would love to get their opinion on some things.
 - Lynn Fox offered to prepare a brief for Obie so that he would know what to ask.
 - Lynn asked Board members to get contact names to her and Joe Beck as soon as possible and they will prepare briefs.

VIII. Marketing and Communications

Discussion: Howard Fish then gave the Marketing Committees report for 2015 and shared the following information:

- A Wild Success
 - Wild Walk is an investment to powerfully advance TWC by adding depth, fun learning, imagination and excitement to our experience.
 - The results were stunning.

- o Every record for revenue, attendance, membership, engagement and attention were broken again and again.
- o This report looks at how communication played a part in that, and what we can learn about communication going forward to support more success.
- Success Requires Both Living and Telling
 - o There are two parts to our success:
 - What we do.
 - How many people know what we do and thus want to do it with us.
 - o It would not be possible for us to tell a story with no basis, and expect people to flock to our doors.
 - o It is equally difficult to just do something in Tupper Lake, and hope the world beats a path to your door.
 - o The Wild Center 2015 was a year where we did something special, and told our story effectively.
- What We Set Out To Do With Our Communication Effort
 - o Grow the perception of the Center from an indoor experience to an outdoor one.
 - o Further fulfill our promise to build a Center that would help people explore the natural world in that world in new and innovative ways.
 - o Add a dimension for visitors that was dominantly physical and experiential.
 - o Make sure we were seen as accessible and appealing to all ages and abilities.
 - o Build a structure that could be used as a new Adirondack Icon (Colston: the Ski Jumps!)
 - o Create a flagship experience that clearly expressed our bigger invitation to see nature in new ways.
 - o Use the investment to permanently deepen the relationship we have with existing audiences and expand all key audience segments.
- It All Starts With Carefully Building First Rate Experience
 - o Building a unique experience consistent with our brand position by thinking through every dimension can pay huge dividends, and matters more than anything else.
 - Because – Our brand is what we do. Spending time to invent experiences that deliver on our promise pays off in customer satisfaction.
- Invest In A Detailed Coherent Plan
 - o We invested the time and resources to develop and then execute a communication plan that, in many ways, was as deeply considered as the experience it communicated.
 - Because this kind of plan to comprehensively express our story was overdue.

- Because the opportunity with Wild Walk was exceptional and potentially existential.
- Keys To The Plan/Our Core Message
 - As part of the process to create a coherent messaging around Wild Walk that was not about a “new ride” we created a core belief statement that could serve as the center of a major brand experience and message, summed up in the phrase “We share a phenomenal world, let’s never stop looking for new ways to see it.” – Tom Jorling suggested changing the word “see” to “experience”. Obie Clifford suggested “never stop learning new ways to see and sustain this phenomenal world” as sustain is the ultimate goal of the species.
 - Because we needed a core idea that all our Wild Walk communications could point to.
 - Because without it, we risked failing to leverage Wild Walk toward a larger Wild Center.
- Keys To The Plan/Pursue Win-Win With State
 - We fostered an ongoing relationship with the state so they would see The Wild Center as a quality partner on behalf of their aspirations, such as the China Ready effort, and a preeminent tourism driver for the region.
 - Because they can buy marketing reach we cannot afford.
 - Because we had a perfect storm of our newness, state support for the project, and they needed a story to feature.
- Keys To The Plan/Frame Our Story As Nationally Unique
 - We called it the High Line of the Forest. We defined ourselves as a nationally unique experience, in a nationally unique place.
 - Because doing so makes it possible for us to benefit from global media attention, which buys us reach and credibility that would be impossible to afford any other way.
- Keys To The Plan/Drive People To Our Website So It Can Sell
 - We upgraded our internet marketing and PR to drive more traffic to our site, and we made a brand new Wild Walk section that told our story equally well on mobile devices and desktops.
 - Because the site is where media, visitors, social fans, funders, the state, and our friends can all turn to learn about us.
- Keys To The Plan/Create And Share Engaging Content
 - We made videos, wrote stories, commissioned artists to paint our experience, created a comprehensive press kit and shared our model, all on our dime.
 - Because giving this all away is how our story got out more richly and accurately to more people.
- Keys To The Plan/Focus On Summer
 - We focused the lion’s share of our resources including personal attention on summer.
 - Because we have finite resources, and the potential ROI on summer compared to any other season is geometric.

- Keys To The Plan/Social Media Is Word Of Mouth
 - We created a sequenced plan to feed social media with content designed to build excitement around Wild Walk.
 - Because it's a megaphone to amplify all third-party endorsements.
 - Because it reached like-minded people through often personal connections we do not have but need.
- Some Things We Did Not Get Into
 - We planned to have people make face-to-face presentations around the region to tourism and civic leaders and we planned to blanket the region with posters for Wild Walk, both of the projects did not happen because we were not able to dedicate the personnel to them.
 - Because our appetite was bigger than our capacity to execute.
- What Attitudes And Behaviors Did We Change In 2015?
 - We had goals to change the way people engage with the Center. We know that something has changed, but we do not have concrete understanding yet that describes that new engagement.
 - Because a thoughtful forward plan requires that we understand how we are seen and how that is likely to influence future behaviors.
- What Do We Do Next With Our Core Message?
 - It is not a campaign or slogan, it is what we are and do. It was developed so we could form our Wild Walk strategy around it. To be effective it needs to be internalized and reflected in our deeds, but that must wait on the Futures Committee determining that the concept is true to the vision for the Center.
 - Because it will need to be resourced to be effective.
 - Because it needs to be at the core of our actions before it is at the core of our words.

Stephanie also mentioned the Millennial research being done by Schireson Associates through a grant from Empire State Development's Market NY program stating that the Research is complete and that we had received the report. She said that Rick Godin could put the report online and then possibly host a webinar to share the data. Lynn Fox stated that we need millennials "in the room".

Tom Jorling asked what the next step for the Future's Committee is. The next meeting will be held on 2/22/16 at Joe Beck's office.

IX. Executive Session

There was a brief executive session and the meeting was adjourned at 2:50 pm. A motion to adjourn the meeting was unanimously approved.
Sally Hart motion, Nancy Simpkins second.

X. Upcoming 2016 Meeting Dates

Monday, April 11, 2016 (NYC)
Friday, July 1, 2016 (TWC)
Friday, October 7, 2016 (TWC)