

**BOARD OF TRUSTEES MEETING
THE WILD CENTER
July 10, 2020 - via ZOOM
1:00 PM - 4:30 PM**

Board of Trustees Present via Zoom:

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

Advisory Board Present via Zoom:

Lee Bailey, Lynn Birdsong, Martha Bullock, Robert Gillis, Gary Hartwick, Stanley Rumbough, and Carl Shedd

Board Absent:

Paul Alioto, Thomas Jorling, and Joel Treisman

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 1:00 pm. She began by thanking Board members for making an effort to participate during this pandemic. She also took a few moments to express appreciation to TWC staff who are working so hard to get the building back open as well as preparing programs, etc. to help us reopen safely. She thanked Bob Kronenberger for his work in securing the Paycheck Protection loan which allowed TWC to retain staff, and Hillarie Logan-Dechene for her work on drafting the reopening plan as well as Stephanie Ratcliffe for leading the charge. She stated that staff had performed an amazing amount of work to get things back up and running.

I. Approval of Minutes

Discussion: Minutes of the April 20, 2020 meeting were unanimously approved as presented.

Charles Svenson motion, Nancy Howard second.

II. Committee on Trustees

Election of New Trustees

Discussion: Terry Birdsong began by expressing how delighted the Committee on Trustees is to recommend three candidates being considered for the Board. She then

shared their bios:

- **Meadow Hackett**

- Grew up in Saranac Lake
- Her father is an Adirondack Guide
- At TWC opening ceremony back in 2006, read a poem
- In 2009, was one of first Summiteers of the Adirondack Youth Climate Program (AYCP)
- Traveled with TWC and community leaders to Finland to study Sustainability, later helped them start their first Youth Climate Summit (YCS)
- Became a TWC summer intern
- In 2015, presented alongside leaders of the TWC team at the Dept. of Energy in front of representatives from The White House Office of Science Technology Policy, among others
- Been recognized for championing youth education in climate change
 - Named a One Young World Ambassador in 2016
 - Facilitated a workshop at UNESCO World Youth Forum in Paris
 - Worked as a 2017 UN Youth Assembly Delegate
- Early interests have guided her career choices
 - She is a Senior Consultant at Deloitte in the Sustainability and KPI Services practice
 - Has experience assisting clients across industries to establish environmental, social and governance (ESG) reporting programs.
- Graduate of Villanova School of Business and currently a Master's Candidate at Johns Hopkins University studying Energy Policy and Climate.

- **Juan Rodriguez**

- Zoo professional with over 24 years of Animal Care Management experience
- Over 18 years public engagement and visitor education experience
- Currently the Carnivore Curator with the Smithsonian Conservation Biology Institute
- He has been the National Zoo's panda keeper and has overseen multiple collaborations between the Smithsonian and international animal care organizations.
- Fostered partnerships with community organizations and high schools in the DC region including the creation of the Youth Engagement through Science (YES!) Program at the National Zoo.
- Born in San Juan, Puerto Rico, moved to main land and relocated to Washington, DC with his two older siblings and mother.
- Has a BS in Biology from George Mason University and an MS in Leadership in Museum Education from Bank Street College of Education.

- Lives in Maryland with his wife Trace, a veterinarian, and their young son Alexander
- **John Sammon**
 - Has started, managed, and developed five different businesses in his professional career
 - Three of these businesses are B2B software solutions technology enterprises nurtured out of Par Technology Inc. and Par Government Systems.
 - A fourth business was Paragon Health and Racquet Club in New Hartford which John owned for over 18 years.
 - Passionate about employment in the Mohawk Valley, environmental preservation, and education
 - Lives in Clinton, NY with his wife Michelle, who is a professor of Computer Graphic Design with SUNY Tech, and their two boys.
 - John loves playing music, telemark skiing, golf, and tennis.
 - He is an avid outdoorsman and a backcountry skier.
 - He was born and raised in Upstate New York and has spent considerable time in Raquette Lake where his family owns two homes.
 - Has a BA from Colgate University and a MBA from The Simon School of Business - University of Rochester as well as an advanced degree in Integrated Leadership from The Stagen Academy in Dallas, Texas.
 - Was introduced to TWC by Board member Pam Matt, as he is involved in the Young Scholars program that Pam runs.

Action: A motion to accept all three candidates to the Board of Trustees was unanimously approve.

Nancy Simpkins motion, Jim Schoff second.

Status of Chair Selection Process

Discussion: Terry then gave a brief overview of the current status of the Chair selection process. She thanked Board members for responding to Committee on Trustee (COT) calls asking for suggestions for the next Chair, new officers and potential for new Board members. She reported that the information gathered would be passed on to the Nominating Committee so that they can begin their work.

III. Executive Director Report

Discussion: Stephanie Ratcliffe began by stating how proud that she was of staff members and what they have accomplished. She stated that going digital had been a dream from the very beginning and that this pandemic had allowed us to open up our creativity and it also gave us the incentive to make it happen. She mentioned that there were many who watched the digital programming every day and that staff members were

viewed as “celebrities” by their regular viewers. Stephanie also informed the Board that Development staff have been seeking grant support for new digital work, to help defray anticipated revenue losses due to the pandemic. She shared the following:

- Grant Pipeline
 - Total Grants Awarded - \$560,627
 - Total Grants Pending - \$1,030,266
 - Total Grants Declined - \$75,000
 - Total Grants to be Submitted (July - Sept) - \$231,000
 - All grants are projects we can do in this current mode, focusing on digital work.
- Youth Climate Program Update
 - Teacher Stay-In-stitute for Climate Change Education in partnership with NOAA’s Climate Office & Climate Generation. Over 220 teachers and educators participating from 16 geographic cohorts.
 - Live-stream nationally known keynote speakers (open to public) plus over 50 workshops.
 - Katharine Hayhoe
 - Kelisa Wing
 - TWC’s Youth Climate Network - launched in April, monthly meetings and email listserv. Currently 70 people on the list-serv.
 - Virtual Summit Toolkit and resources (a supplement to the YCS Toolkit).
 - Planning for a Virtual Adirondack Youth Climate Summit (AYCS) in Nov 2020.
 - Coaching and working with other summits in the Catskills (Oct), San Francisco Bay Area (Sept), Finger Lakes (Oct), Central New York Summit, and many others in the works.
 - Co-leading the US Action for Climate Empowerment National Strategic Framework Planning dialogues - 8/6 - 8/20/20.
 - Jen Kretser is considered a leader in the country.
 - There was a brief discussion regarding if she has the resources that she needs to continue her climate work. It was acknowledged she is a valuable staff person and her skills in demand.

IV. Finance Committee

Discussion: Joe Beck began by welcoming the new members of the Board of Trustees. Joe stated that the Finance and Executive Committees had gotten together and discussed the revised budget given the incredible situation we find ourselves in and that it would need careful monitoring and management. He said that they would propose a “going forward” budget and our estimates of what we think we can achieve. Joe stated that the committees felt that it was important to make a statement to the larger community that TWC is open and is one of the few institutions in the Adirondacks that will be open to the public and that it would be done prudently and consistently according to all guidelines and safety requirements beginning on July 15, 2020. He stated that

many actions were taken to do things that were easy to implement to reduce budget (i.e., no new programs, took reductions where we could, leaving positions open, not hiring part time staff). After reductions he stated that the committee was still projecting an operating deficit of about \$774,000. Joe then asked Bob to skip ahead to the TWC 2020 Revised Plan Operating Metrics. He stated that the Finance and Executive Committees tried to measure the major levers or operating performance indicators going forward for the next 6 months. The following were the areas that they looked at:

- Admissions
- Memberships
- Contributions
- Organizational Expenses
 - Payroll and Benefits
 - Other Operating Expenses

Joe stated that we had recently gotten good news regarding some grant applications that may help us meet our objectives but are still not clear on how successful we will be and how many people will show up and how we will do over the next several months in terms of operating activities. He said that management has always done a great job of managing the expense line and will continue to do so. He stated that we have a budget, we have a plan, which shows a willingness or an estimate of \$774,000 of operating cash flow negativity. Last year we were at a break even on operations, in the total picture there was a small positive bottom line. We were however, able to build our endowment to close to \$8 million. After a significant drop back in March, the markets have started to come back which has helped us. We are very prudently invested and conservatively positioned so we have liquidity should we need it. Joe stated that if everyone puts their shoulder to the wheel, and Board members have volunteered to be much more active and educated about fundraising at some point the Finance Committee will take stock of where we are. Possibly at the end of August and into September, see how operating metrics have materialized with our opening and see how we are positioned. If at that point determine if we are running close to an acceptable level of underwriting operating losses or do further actions need to be taken which would be a major decision as it would involve staff cuts, reductions in pay, furloughs, etc.that we would not want to do. Joe stated that there are lots of great things going on at The Wild Center and the endowment is growing but the question is, how far do we want to dip into it going forward this year if we can't meet a reasonable estimate of our plan.

Bob Kronenberger then shared the following information that was included in his Finance presentation(see the full presentation that was provided in the Board packet for more details). :

- 2020 Revised Budget
 - Museum reopens on a phased basis with lower attendance expected
 - Annual Fund revenues reduced
 - New memberships decline based on attendance

- Youth Climate Program funding reduced
- Defer and reserve use of some NYS marketing grant funds
- Cost reductions:
 - Staff cuts: Substantially reduced seasonal part-time staff (July 2019 we had 95 total staff on payroll - this year will be 50% of that)
 - New Hire Freeze: Implemented hiring freeze (currently 2 open staff positions)
 - Rescinded Increases: Eliminated all announced budgeted staff increases
 - Reversed Increased Hours/Pay: Deferred plan to convert staff to 40-hour work week (and related increase in pay for all non-exempt staff)
 - Eliminated summer teen/intern program
 - Deferred planned new exhibits (Get Outside, Backyard Wilderness film)
 - Reviewed every department budget for items that could be eliminated or deferred
 - Paycheck Protection Program (PPP) (forgivable) loan used to fund 8 weeks of payroll cost
 - Defer some marketing expenses that will be funded by NYS grant
 - Put metrics in place to monitor operating results after reopening to determine if on plan or if additional cost reductions are necessary
- Did not build any admissions revenue into new budget for July as we were not sure when we would be allowed to open so built in a cushion.
- Projected lower contributions
- Expenses
 - Cut out \$740,000 from what our original budget was without impacting our year round full time staff at this point
 - Modeled what cost reductions would be achieved by various options including: furloughs, workweek or salary reductions, and/or layoffs in the event that actual operating results fall below metrics.
 - Can act quickly to make adjustments as needed
 - Anticipating forgiveness of PPP loan, has started the application process
- Metrics
 - Showed all scenarios
 - Will be keeping close track of how we are performing against these metrics on a month to month basis
 - Will make determination about whether or not any additional changes will need to be made
 - Finance Committee will meet regularly and will decide when and if something needs to be done further than what has been planned.
- Reservation & Revenue

- Tickets being sold in advance
- People have already started to make reservations online for future dates
- People waiting longer to make reservations based on weather because the experience is all outside
- We can see a few days in advance what peoples' plans might look like

Bob then stated that this budget was created based on a reopening scenario, and that the Finance Committee will be looking for a resolution to approve the Reopening Plan as well as a resolution to approve the revised operating budget for us to work under for this year. Before resolutions were presented, Bob shared May YTD income statement and shared the following points:

- 2020 earned income close to revised budget
- 2020 operating expenses \$41,000 under revised budget
- 2020 total operating support \$93,000 ahead of revised budget
- Overall 2020 operating results \$125,000 ahead of revised budget and \$255,000 behind last year.

He also shared board designated endowment performance to date:

- Fund balance as of 6/30/20 = \$7,678,000
- LTM Investment return = 3.6%
- 2020 operating draw taken = \$207,000
- Draw based on 4% of average fund value over past 5 years, excluding Obie Clifford Fund
- Outstanding pledges:
 - Bequest intentions (54) = \$6,059,000
 - Obie Clifford Fund = \$55,900

There was then a brief discussion regarding the Obie Clifford Fund and Bob shared the definition of the fund for the benefit of new Board members in the meeting. He stated that it was started a few years ago as a separate fundraising campaign to build a fund that was available for operations in the event that we have a shortfall or something significant that impacts our current operations that could be drawn on based on the approval of the Board to step in on a short term basis. Joe Beck mentioned that he thought it could be used to start a new program, but was part of our Board Designated reserves and would need a Board action to draw on it. Bob described the difference between the Obie Clifford Fund and the Board Designated Endowment is that the Board Designated funds are eventually looking for a permanent status down the road and the Obie Clifford Fund is more of a reserve for operating funds. Stephanie stated that Obie Clifford Fund money would not be reallocated to an investment in a program without much discussion as that is not the parameters by which the money was raised. She stated that prior to the Fund's creation were feeling hampered because we knew that there were years where we had experienced deficits which creates short term thinking on the part of staff because we were just trying to get

from one year to the next and trying to make the staff feel confident in moving forward in making plans more than just one year ahead. Was a huge safety net as well in helping to plan for the “rainy day”. She shared Larry Clifford’s analogy of it being the moat around the castle, the castle referring to the core endowment. Nancy Simpkins noted that she agreed that the Obie Fund had been specifically established as year-ahead fund for operating funds, so the staff could better plan.

Questions

- Charlie Frenette
 - Reduction in revenue is \$1.5m and reduction in expenses was \$750,000, did expense savings represent about 50% of the revenue shortfall?
 - Yes
 - The extra \$750,000 operating loss is the difference between the two?
 - Yes
 - How do you (Bob K) feel about the expense reduction on a relative basis based on the magnitude of the crisis we are in?
 - In light of our attempt to continue to fulfill our mission providing an educational experience to our now virtual visitors and be an anchor for our local community. I think that the numbers look reasonable to me. I think that if we were a for profit business or going to ignore the fact that we are an educational institution and we have a mission, I would say that we should get it lower.
 - To the degree possible that we want to protect our intellectual property and the mission, going any further would be moving into an area where one or both of those things would be compromised.
 - There are two critical numbers here, one is December contributions which is a relatively high number compared to each month, of total contributions that have come in what is December as a percentage of the total this year versus history? Is it the same?
 - It is similar, because we lowered the numbers proportionately compared to what the budget was if the budget followed historical numbers.
 - In that regard, what is the assessment of the Finance and the operating management of the probability of that fund coming through as budgeted with 10 being I count on it the way I counted it in the past?
 - The budget we prepared is our best guess of what the operations will look like, but there are certainly even more uncertainties than there would normally be.
 - The risk is if we don’t get the contributions (especially as people’s 401Ks, etc are not doing as well) that we normally get and if attendance is down significantly.
 - \$775,000 is the best estimate to date but what if it is \$1,000,000? What is the feeling on where this is going to drift?

- Joe Beck
 - Charlie is asking all the right questions
 - Within the Executive and Finance Committees there was little appetite for making cuts to staff and that is where our money is. If we do anything further it would be salary, wages and benefits. We didn't fill some positions but we left full time staff as is with no reductions at all, kept benefits in place so this is a good estimate of what we might achieve but don't personally know whether it will prove out high or low. If I was betting, I might say it is a little low, that we might have a higher deficit but we don't know and I think we are going to learn a lot as we are opening on the 15th and we will see how it goes. There have been reservations made, but it is a very difficult forecast so I think that we have to closely monitor this and would ask the Board to look at the bottom line and if the August or September number starts getting out of whack by a couple hundred thousand dollars do we still feel good about not making more reductions on more permanent expenses? What number are we comfortable at to continue to preserve the intellectual property?
- Lynn Fox
 - Charlie hit two of the risks, donations and attendance, we are addressing those by providing Board training and ramping up outreach as a Board. Admissions and donor gifts are all unknowns at this point and out of our control. Another area that will hopefully provide some relief will be grant support which is also an unknown at this point. We should not overlook the aggressive grant pipeline. Hopefully we will benefit in some way from some kind of government support.
- Jim Schoff
 - If we are raising money starting in August for memberships and contributions to offset the deficit, and we get to December or typically the last month or two of the year when that money comes in aren't we going to be hampered a little bit if we are successful in making these earlier numbers to cut the deficit if we go back to the people or wait until the end of the year for these major fundraising efforts?
 - If we start immediately on a fundraising campaign it is going to have a detrimental effect later on in the year if successful this early in the year because people might say that they gave already so why would I give again. They may also give lesser amounts than they might otherwise give at the end of the year.
 - If we find in August or September that the numbers are going south, should we decide right now on some interim action that's approved or do we wait and then call a Board meeting, decide among committee members what we should do or pre-authorize an amount and then change it when the Board meets if it's not successful. The problem with

waiting until later in the year is that the less chance you have to save anything.

- Lynn Fox
 - We have always had the problem of all of our dollars coming in in December, every organization has that. We have tried for years to try to encourage people to donate earlier but as long as the money comes in we won't worry about when it comes in.
 - Hopefully the pandemic will train us to do more to get money in the door earlier in the year and will give staff more confidence.
 - Will be a much better system for managing programming.
- Hillarie Logan-Dechene
 - Will be asking Board members for their help with stewardship efforts.
- Charlie Frenette
 - If we don't get revenue that is budgeted, do we absorb an incremental deficit to protect the intellectual property or are we saying that we need to have a plan in place if the measures that we have in this budget don't come through so we know that we are going to do a multitude of things to be able to correct the gap? It is a governance debate, we are going to approve a budget and I would like to get clear on what we are approving.
 - Are we approving a \$775,000 loss to be funded as is budgeted and if it is \$1,000,000, are we also saying that whatever we can't collect in increased contributions we will absorb and that's the way that it is? Or are we saying something different than that? Just trying to understand before casting a vote so I know what I am voting for.
- Linda Rosenstock
 - Many fair questions in the whole discussion.
 - The budget last week is what we would do for any budget in a year where there are uncertainties about it but what we recognize are the brackets around uncertainty this year are unimaginably broader than anyone has ever experienced. You've got the commitment of the Finance Committee and the Executive Committee to closely monitor it, we've gone to the staff and asked for metrics to measure by, we have a commitment to follow them regularly every two weeks or as often as needed, and if things are not going the right way that would be tackled and we would have to come back to the Board.
 - We can't get more certain just by talking about uncertainty, this is everyone's best judgement based on what we know now and we have a commitment to keep a close eye on it.
 - Everyone should think about if we don't approve the budget, what does that mean? This is our ability to try to keep this operation going that we are committed to and I think we are going to do well for all of the reasons that

we have talked about and wouldn't it be great if we did even better than that?

- We will just have to assess as we go along. Having discussed this many times in meetings with senior staff, I don't think we can get more clarity than we have gotten.
- Nancy Simpkins
 - This is an incredibly conservative budget, Bob Kronenberger has put in everything that he knows to date so one would think that we would have to do better than this. I second Linda's point that I don't know how we can do any better to present it or provide any more information. There are no guarantees of anything.
 - The Executive Committee meets every two weeks and the Finance Committee has joined in on some of those. We aren't letting anything go very long without monitoring and that is just the Executive Committee. The staff is monitoring things daily.
- Joe Beck
 - Charlie has raised excellent points.
 - I question about what will happen next year, and there is no vaccine.
 - Board could give either the Finance or Executive Committee power to make adjustments based on what is happening at the time.
 - Have to run through the summer and get to August to see how we operated in the peak months.
 - There could be a discussion regarding a threshold to meet that would trigger taking other actions such as furloughs, etc.
 - There is a lot of uncertainty here. How much are we willing to underwrite to protect the intellectual property and maintain our brand and reputation in the community and nationally? Is it \$200,000 more than what we are projecting and will we hold ourselves to that projection? No idea where these numbers are going to land and I think we did a good enough job as we could to estimate where they would come. We could be off, we could be right on. The Board should think about that. We could solicit other opinions on this but it will take time to implement some of this stuff and it will be painful.
 - Next year is more troubling, if we don't have a clear vision of next year it will be very difficult to put together.
- Lynn Birdsong
 - Has been a great discussion
 - Whether we gain or lose ground regarding the budget will be based on our fundraising efforts.
 - People should not be bashful about asking at this time.
 - Let people know that we are open for business.
 - We have a good story to tell, be responsible about the budget.
 - Now is the time to ask people to give, this year the help is most needed.

- Gary Hartwick
 - Worried that there may be a recession in December, people should give now
- Mike Hunsinger
 - A budget is a plan not a promise, things happen,
 - We may have to revise budget again, this should be decision of entire Board not just Executive and Finance Committees.
- Ginny Valkenburgh
 - It is possible that things could change between September and October significantly, the Board should push now to make fundraising requests, maybe ask in early September.
- Meadow Hackett
 - Is there an opportunity to push membership sales through the current Lunchtime Lives and digital programs?

After much discussion a motion was presented to approve the following two Board Resolutions:

“To approve the Wild Center COVID-19 Reopening Plan as presented”

“To approve the adoption of the revised 2020 budget based on the Reopening Plan with the caveat that at the end of August there will be an update given and if there is a significant deviation, which would be decided by the Executive and Finance Committees, the plan will come back to the Board, adjustments will made and a new plan would be presented to the Board for approval”.

Action: A motion to accept both resolutions was unanimously approved.
Linda Rosenstock motion, Charles Svenson second

V. **Generative Discussion - Diversity Statement and Action**

Discussion: Stephanie began by stating that racism, diversity and inclusion is in the forefront right now and that it is at the top of mind for The Wild Center staff. She said that she is very proud of our work but we never created a formal statement. It should be a holistic process between staff and Board. Stephanie then explained the following process for the generative discussion:

- Each group will be sent to break out rooms and they will need to answer two questions
 - How do you think that this moment in time affects the work of The Wild Center?
 - How do you think that this moment in time affects the work of the Board?
- This is the beginning of a bigger conversation
- Shared the definitions of Diversity, Equity, Accessibility and Inclusion (DEAI)

Groups then went into 30 minute breakout sessions and each group leader was asked to share the thoughts of the group.

Report Outs

- Lynn Fox
 - Question1
 - Affects TWC, self reflective
 - Made people think about themselves in terms of DEAI
 - Felt TWC is a welcoming place where progress can be made
 - Need to reflect diversity in marketing
 - TWC did great work with the Ways of Knowing exhibit but we can do more
 - Could look at programs through the eyes of diversity
 - Question 2
 - Need representation from diverse voices
 - Should be an active part of ongoing Adirondack community discussion, be active not passive voices
 - Need to recruit more diverse staff/interns, watch Jane Elliott on YouTube to work on self
 - Be in listening/learning mode
- Charles Svenson
 - Question 1
 - Everyone and everything is affected by racism
 - TWC doing a great job welcoming all
 - Michael Bettmann concerned that the Director of The Adirondack Diversity Initiative in Saranac Lake does not feel safe

- No diversity on staff, staff/Board all peas in a pod
 - Least diverse group ever worked with
 - Focused on TWC mission
 - Open to outside groups having meetings onsite, should do more to attract more diverse groups
 - Question 2
 - Need not just token Board members, but ones that contribute
 - Need to articulate that we are welcoming
 - Gary H - one black person in Wanakena, hard to associate with diverse groups
 - There is a large benefit of Board diversity, real challenge for us to program ourselves to diverse Board
 - Need people who are interested in science, etc
 - Should recruit someone like Sue Clifford to help recruit diverse Board members
- Pam Matt
 - Question 1
 - All felt TWC did not have a specific issue with inclusion, very welcoming
 - Provide access to diverse populations to nature
 - Digital offerings help introduce nature to diverse groups
 - Continue to do more outreach, on right path
 - Question 2
 - Doing outstanding job working to bring more diversity to Board
 - Trying to target together
 - Work well together, had to approve a difficult budget, all respectful, had a solution
 - Is there opportunity with COVID drawing a more diverse population North?
- Rick Godin
 - Question 1
 - We have opportunity in area to be leaders on issue
 - Diversity in natural world should be an example as we move forward
 - Take stance against systemic racism
 - Tough for TWC in many ways but need to live our values and set an example for this
 - Walk the walk without being patronizing
 - In summer, TWC most diverse microcosm in the Adirondacks
 - Question 2
 - Committee on Trustees working hard to expand diversity
 - Over the years, the Board has become more diverse than when we started out

- Now almost 50% female
 - Increase outreach for inclusion
 - Inclusiveness in decision making with Board
- Karen Thomas
 - Question 1
 - Youth Climate Program has had reach in urban areas, YCS reaching diverse audiences
 - Pivoting to online presence, we can be outside the Blue Line by virtual presence and can broaden reach
 - Black birders--possible partnership?
 - Women hikers
 - Programming needs to reflect broader sense of diversity
 - Need more training, etc. to help us be the best we can be
 - Some staff/intern diversity and visitation, do they feel welcome?
 - Brother Yusef - brought diverse group to Youth Climate Summit
 - Question 2
 - We are all interested in more diverse Board but need to do more work to attract a more diverse Board
- Ginny Valkenburgh
 - Question 1
 - All said this is an opportunity - can't go back to where we were pre-pandemic, learn to be tolerant of diverse groups and also be supportive
 - Opportunity to be more active, inclusive, reach out, do better job with more diverse staff/Board
 - Digital - physically participating across globe
 - Make sure to have accessibility physically and otherwise to make information available
 - Question 2
 - On other Boards been wonderful to have teams and diverse ideas, accelerates thinking
 - Appreciate Board being forward thinking
 - Melding of ideas and talking via social media/internet - are we reflecting diversity on website, etc.
 - Accessibility - have we ever done a mobile museum?

Stephanie Ratcliffe then shared the following points:

- Staff will work to create a statement using all ideas and help
- David Goodman shared that we NEED to diversify our Board to be eligible for certain grant funding
 - Charlie Frenette encouraged all to take a look at David's foundation website, his network is great, we have an asset in him and his foundation

- Accountability to our goals important has to have some serious teeth in it, the work make the change
- At Board level, Terry Birdsong will manage the process and come up with specific measurable goals and then we can hold ourselves accountable in terms of Board diversity
- Change will come through action

There was then a brief discussion regarding diversity overall. Terry Birdsong stated that Juan, Meadow and John will be great additions to the Board because of what they bring to the table. She asked Board members to contact her with names of other people that might be a good fit.

VI. Development Report

Discussion: Lynn Fox began by reporting that Larry Clifford had engaged the external strategy committee in a number of ways and created a Development subgroup consisting of Charles Svenson and Lynn Fox as co-chairs, Peter Kindler, Lee Bailey (representing the Advisory Board), Larry Clifford, Nancy Simpkins. She stated that they would rely on Hillarie Logan-Dechene and Stephanie Ratcliffe as well and that the group had decided to focus on areas/issues that would have the most impact. She then shared the following points:

- Expenses are down, earned revenue expectations are down
- Need to raise annual fund gifts and tackle the deficit
- Many Board members have signed up to reach out to donors and develop relationships
- Many are also supporting the work of the Board in friendly ways by doing thank you calls to current donors to give updates, etc. on our work
- Encouraging people to give in July and August
- Will send out assignment lists and scripts

Hillarie Logan-Dechene then reported on the following:

- Thanked all who have reviewed their list of names
- We want to keep people who have capacity to give more close
- Board members should invite people to visit TWC - we reopen on 7/15
- All Board training sessions are available online
 - We have retained Kate O'Halloran to work one on one with Board members to help them feel more comfortable reaching out to donors
- It is a great time to let people know what is happening at TWC and what our needs are
- Patron/special friend hour
 - With reopening plan we are going to cashless, timed tickets
 - For special donors we are allowing them in from 4:00 to 5:00 pm with no reservations

- A list of Board member names and their assignments will be at the ticket booth
- With 24 hours notice, Hillarie or Stephanie can arrange for a Back of House visit for the group during the 4 to 5 pm hour

Lynn Fox then thanked all and asked them to watch their emails and be ready to help.

The Board then went into Executive Session.

Upcoming 2020 Meeting Dates

Friday, October 9, 2020 (TWC)

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