

Board of Trustees and Advisory Board
Retreat
THE WILD CENTER
October 5, 2018 - Flammer Theater, TWC

Board of Trustees and Advisory Board Present:

Joe Beck, Terry Birdsong, Martha Bullock, George Cigale, Lynn Fox, Rob Gillis, Rick Godin, Sally Hart, Gary Hartwick, Nancy Howard, Mike Hunsinger, Tom Jorling, Peter Kindler, Betsy Lowe, Pam Matt, Brooks Reynolds, Stan Rumbough, Jack Ryder, Nancy Simpkins, Charles Svenson, Karen Thomas, and Ross Whaley.

Board of Trustees and Advisory Board Present via Zoom:

Linda Rosenstock

Staff/Consultants/Others Present:

Marci Bencze, Hillarie Logan-Dechene, Robin Ellis, Jen Kretser, Bob Kronenberger, Stephanie Ratcliffe, Dave St. Onge, Shannon Surdyk, Josh Tremblay, and Will Maitland-Weiss.

Welcome

Nancy Simpkins welcomed all to the retreat and took a moment to introduce new Advisory Board member Stan Rumbough as well as pending Trustee Pam Matt and stated that they are both deeply committed to the Adirondacks. She asked all to take a moment to introduce themselves to both Stan and Pam.

Stephanie Ratcliffe began by stating that there was much content to share. During the retreat she would introduce a series of possible projects. Stephanie has worked with Mike Hunsinger and Tom Jorling to identify the list. It became clear they would need help sequencing and prioritizing the items for master planning purposes. Stephanie also mentioned the following:

- Need to make sure that Staff and Board are on the same page about project options.
- Don't want Board to come in too late in the planning process. Board should be part of the process from the beginning.
- The retreat content is at the top of the generative curve.
- Need to determine what is next and how it fits into the Master Plan.

Stephanie stated that the possible projects were a mix of hardware (structures/exhibits) and software (fests/programs) and that we would need to sync all and raise necessary funds. She said that the annual fund and endowment would also continue to be top priorities.

Josh Tremblay to began the first of many presentations regarding potential new programs/projects and Board members were asked all to score each project from 1 to 5 using the following three criteria:

1. Mission Match
2. Is the program sustainable?
3. Does it have the ability to attract new audiences/attendance?

Pavilion - Campus Enhancement

- 40 x 60 pavilion with 20 x 60 Terrace/Fire pit.
- Would like to attract more weddings, parties, conferences, etc.
- Would help with fests, overflow seating, school groups.
- More onsite storage for chairs and tables.
- Addition of fire pit and terrace.

Discussion

- Martha Bullock - Sustainability, maintenance plus value to TWC.
- Lynn Fox - Was it always meant to be a multipurpose building or just a pavilion?
 - How tight are we for educational space?
 - Is it a new wing discussion?
- Stephanie Ratcliffe - Wanted to use existing footprint if possible.
- Nancy Simpkins - Need to be thinking master plan, we need to create one that we are working toward - need to think about space.
- Tom Jorling - There are overlaps between new wing/pavilion
 - Trying to put together two issues.
 - If we build a new wing, solves office, classroom, bathroom, storage, etc. issues.
 - There will be trade-offs and overlaps.

Waterfront - Boathouse, Pontoon, Lab

- Shannon Surdyk - For enhancement of waterfront programming
 - Canoe program - 2013 - Present
 - 2 hour experiences
 - Help foster relationship with river ecosystem
 - Allows visitor to explore the riverfront part of campus.
 - 2013 - 2018 Revenue - \$44,910.00 (before factoring all costs)
 - Total participants - 3,800
 - Stand Up Paddleboarding (SUP) - 2016 - Present
 - Very powerful among millennial audience and others (age 9 - 89)
 - Bought equipment back in 2016
 - 2016 - 2018 Revenue - \$23,520.00 (Break even after factoring in costs)

- Total participants - 700
 - Pontoon
 - Need at least one person to captain and one to guide
 - Add screened In Lab on front of house
 - Additional programming space in screened section
 - Lots of school program possibilities
 - River ecology
 - Water chemistry
 - Bog science
 - Exploring microorganisms

Discussion

- Rick Godin - Waterfront with canoe and SUP trips - marketing value and perceived image it creates (WILD) is very significant.
- Stephanie Ratcliffe - We should all be aware that some programming elements do not pay for themselves. We are an educational organization after all.
- Tom Jorling - Canoe trips are a first time outdoor experience for many, can attract more people.
 - Real opportunity to expand our visitors.
- Ross Whaley - Is SUP a sporting event or educational program? Stephanie noted that each trip is accompanied by a naturalist just like canoe program.

Bio-Building Improvements

- Dave St. Onge - Growing pains - 57 employees in that space.
- Rented trailer for Youth Climate staff at \$6,300/yr.
- Conference room being utilized at times for additional work stations.
- Animal hospital has inadequate space.
- Overhang on back of building not used.
 - It could be enclosed to provide additional space and to accommodate a conference room expansion.
 - Would add 1,300 sq. ft. to building.
- Spoke with original architect to explore options and obtain an estimate, would include the addition of one additional bathroom.
- Could be a near term solution.

Discussion

- Lynn Fox - There are parts of this that we need to do.
- Joe Beck - Stressed that all should take a look at the Finance report, we need to ground things in terms of a reasonable timeline for implementation.

Wild Walk Enhancements

- Clifford Hart - In the marketing world there is nothing better than something new
- Families with children are our core audience
 - We want to engage children, provide more outdoor play areas
- Presented some photos/information from a company called Luckey Climbers
 - They create permanent play structures
 - \$200,000 - \$400,000 price range
- Why Now?
 - Would expand TWC's universe of offerings
 - Potential to draw visitors that have come in previous years, but less this past year
 - Ties into mission
 - Ownable/customizable
 - Relatively inexpensive way to refresh The Wild Center and Wild Walk

Discussion

- Stephanie Ratcliffe - How long would something like this last?
- Mike Hunsinger - If doing exercise 10 years ago - how would we determine sustainability?
- Stephanie Ratcliffe - Wild Walk was an extension to get people outside
- Stan Rumbough - Would state give funding/grants for this?
- Tom Jorling - What is life expectancy?
 - First priority is to keep campus safe/pleasing

Wild Bog Experience

- How can we be creative and use this wetland area for interpretation?
 - Technically it is a fen not a bog, seasonally flooded by river.
 - Full plant inventory is done - contains expected species pitcher plants, etc.
- Only about 20 of the 50 acres are buildable on the new property.
- Wild Walk was a novel idea which makes it amazing, a boardwalk is not "novel" enough for TWC. What else could we imagine that is novel and bring visitor through the bog.

Boardwalk Renovation

- Dave St. Onge - Outlooks are a popular spot for our guests and our first construction project in 2003.
- We worked with the APA with the design and materials for the outlooks.
- They have seen a lot of use and are starting to show wear, foundations are starting to shift and slats are starting to rot.
- Still structurally sound but will need replacing in the near term.
- APA was adamant about the style of foundations for the outlooks. These are stone cribs that are sitting on the ground. The height of the outlooks and boardwalk were set at the 100 year flood elevation. Most of the year they are out of the water. But when the river rises, it washes out underneath the foundations.
- April 28th 2011 we reached the 100 yr high water mark. 5 days later we were at the 500 yr height watermark. The flooding water in the spring has been eroding the crib foundations .
- 2016 Estimate for replacement - \$185,00
- Estimate for design and APA approval - \$30,000
- Estimated total - \$215,000 - \$290,000

Summer Temporary Exhibition

- Chihuly in the Wild - was recently at the NY Botanical Garden.
- Temporary blockbuster exhibits are not sustainable in the long term, you cannot keep creating them. An occasional one might work.
- If we need something in between it could be a temporary solution between large 'new' campus additional.

Integrated Trail System

- A campus master plan item - \$30,000, need this to complete master planning.

Solar Parking Lot - Lead on Green - again

- Covered lot with solar panels
- Get outside owner to pay for it and they could sell the power back to us.
- Since Tupper Lake is on municipal electric this might not 'pencil.' The low electric rate may cause the payback period not to work and make money for the investor.

Voices - Making Hope Visible

- Lots of fabulous things going on at TWC, regular visitors have no idea what we do.
- How can we talk about Youth Climate Summit as part of the exhibit experience?
- Young voices talking about climate change is important.
- Utilize Find-out Forest, etc. to highlight and make visible our climate change work.
- What voices are not being heard right now?
- Plan/integrate existing things into new exhibit.
- Need to make impacts of climate change more visible.

Jen then took a minute to recognize Stephanie's role in presenting on TWC's climate work to an audience of about 3,000 colleagues at the recent Association for Science and Technology (ASTC) conference in Hartford, CT.

Demonstration Farm - Local Food

- Local food movement is part of climate resilience.
- Small scale farming on 10 acres needs a voice.
- Excellent "on ramp" for many people.
- Connecting to nature through gardens and farming is a natural mission fit.
- We should consider if this is this an exhibit or a program?

Ecotram - Treetop Exploration

- Nature 'un-zip' line, same system used in rainforest research.
- Has to stay level, not up or down, visitor controls the movement.
- Affordable but will have issues with throughput and must be staffed.

Discussion

- Annual Fund, Pay as you go, endowment, and Youth Climate Summit are all "givens" as dictated by the Futures Committee.
- George Cigale offered to loan to TWC wildonline.org
 - We need to invest time into building online assets.
 - School groups could experience TWC from their schools.
 - Groups could gather online.
 - Could be used for online competitions.
 - If we build a following there are fundraising implications.
 - Could help solve a seasonality problem.
- TWC online was added to voting list.

Youth Climate Program - A Global Perspective

- A global initiative around the world.
- Attended summit in California - Silas Swanson and Gina Fiorile presented
- It has been 10 years since the first YCS, fifty more summits have come out of that globally.
- 11 summits last year
- Created a free online Youth Climate Summit planning toolkit.
- The Youth Climate Program is actively engaged in New York State's climate resiliency planning through collaborations with the NYS Department of Environmental Conservation (NYSDEC) Office of Climate Change, NYS Energy Research Development Authority (NYSERDA), and NOAA's Climate Program Office to provide accurate scientific information, resources, and tools through a three year Environmental Literacy Grant from NOAA's Office of Education.

- New York State Dept. of Education Office of Sustainability summit in January.
- Jen Kretser is part of a New York City advisory group which will help continue to establish TWC's position in that area.
- Two leadership retreats planned and also working on teacher climate institutes.

Small Group Discussion



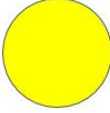

Stephanie asked all in attendance, if money were no object which of these projects/programs would be your top priorities and why?




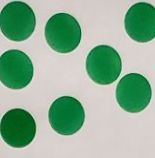



- Group 1
 - No solar parking lot, demonstration farm or Ecotram (unless a large funder comes through to pay).
 - Temporary exhibit - valuable only if we can prove a lot of income or as a temporary pathway to our next big thing.
 - Boardwalk plan - Do 2 or 3 years from now.
 - Pavilion - undecided
 - Wild Walk Enhancements - Do it, will be fun
- Group 2
 - No solar parking lot, demonstration farm or Ecotram
 - However, farm could be done as an educational component
 - Mixed on pavilion expansion
 - Wild Walk enhancements - high votes, maintain campus
 - Bio Building - How important is it in terms of safety?
 - Endorsed Nancy Simpkins need for campus master plan
 - Waterfront development important
- Group 3
 - No Ecotram, demonstration farm
 - Solar lot - might pay for itself through funding own electricity needs.
 - Bio Building renovation - Have to do it
 - Need more bathrooms
 - Pavilion - Need master plan first
 - Wild Walk Enhancements - We don't need to make more fun, no more kids stuff. We need to add more science/tech elements. Learning is important.
- Group 4
 - No solar parking lot - No revenue would be generated because of local municipal electric.
 - No Ecotram - Would be a permitting/maintenance/staffing nightmare.
 - Freshen Wild Walk - Would give something to advertise about and be excited about.
 - Boardwalk renovation is necessary to freshen things up.








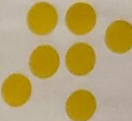
- Group 5
 - No solar parking lot, demonstration farm, or Ecotram (but not hard No's)
 - No pavilion/kitchen
 - No waterfront - not important to mission
 - Wild Climb?
 - Wild Walk enhancements - yes
 - Maintenance/new things important
 - Voices exhibit needs to be done as soon as possible - we need to let the world know about it.
 - Online experience is important, should get YCS online and then bring other assets online.
- Tom Aydelotte
 - Not an either/or but 'and' in terms of Wild Walk Enhancements.
 - Maintenance issues are necessary.













After the report outs and small group discussions, all in attendance were given a chance to vote individually on each project/program followed by a short break before commencement of the formal Board of Trustees meeting.

Scoring System

	Yes, we have to do this! We will fund--A priority. Move this to the next stage of planning, and cost estimating, etc.
	This is interesting, I could see this in our future but I have a lot of questions, please continue to explore...at least to the next level
	I am not saying it should never happen at TWC but I would not make this an A priority at this time. Or, this needs a lot more development, thought or research before I can even make a judgement, Not in next 5-10
	Stop working on this. I can not imagine we would ever do this in the next 10 years.

Project:	Definitely ASAP 	Yes Funding Dependent 	Some Concerns 	Absolutely NOT 
1) Pavillion (Campus Enhancement)				
2) Waterfront (Boathouse, Pontoon, Lab)				
3) Bio building Improvements (Increase BOH Improvements)				
4) Wild Walk Enhancements (Something New)				
5) Wild Bog Experience (Expanded Use of Campus)				

Project	Definitely ASAP 	Yes-Funding Dependent 	Some Concerns 	Absolutely NOT 
6) Boardwalk Renovations (Maintaining Campus)				
7) Temporary Exhibit				
8) Integrated Trail System (Campus Masterplan)				
9) Solar Parking Lot (Lead on green: again)				

Projects	Definitely ASAP 	Yes- Funding Dependent 	Some Concerns 	Absolutely NOT 
10) Voices (Making Hope Visible)				
11) Demonstration Farm (Local Food)				
12) Eco-tram (Tree-top Exploration)				
13) ? Wild Online @ YCS				

BOARD OF TRUSTEES MEETING MINUTES
THE WILD CENTER
October 5, 2018 - The Wild Center
2:00 PM - 5:30 PM

Board of Trustees Present:

Joe Beck, Terry Birdsong, George Cigale, Lynn Fox, Rick Godin, Sally Hart, Nancy Howard, Michael Hunsinger, Thomas Jorling, Peter Kindler, Betsy Lowe, Pam Matt, Jack Ryder, Nancy Simpkins, Charlie Svenson, and Karen Thomas.

Board/Advisory Board/Staff Present via GoToMeeting:

Paul Alioto, and Linda Rosenstock.

Advisory Board Present:

Martha Bullock, Rob Gillis, Barbara Grose, Gary Hartwick, Brooks Reynolds, and Ross Whaley.

Board Absent:

Tom Aydelotte, Michael Bettmann, Charles Frenette, Rich Malloch, Paul Maroun, Chris McFadden, James Schoff, Sandra Strader and Joel Treisman.

Staff/Consultants Present:

Marci Bencze, Hillarie Logan-Dechene, Robin Ellis, Nick Gunn, Jen Kretser, Bob Kronenberger, Stephanie Ratcliffe, and Will Maitland-Weiss.

Welcome

Discussion:

Nancy Simpkins called the meeting to order at 2:00 pm. She began by asking all to take a moment to vote on the addition of Pam Matt to the Board of Trustees. She stated that Pam is from Utica, NY and is the Executive Director of the Young Scholars program a group that participates in the Youth Climate Summit. The Young Scholars Liberty Partnerships Program (YSLPP) is a multi-year collaborative project, established in 1993 with Utica College (UC) and the Utica City School District (UCSD).

A motion to elect Pam Matt to the Board of Trustees of The Wild Center was unanimously approved.

Lynn Fox motion, Nancy Simpkins second.

Nancy also reported that Stan Rumbough had recently been appointed to the Advisory Board stating that he recently purchased a home in Tupper Lake.

She then took a moment to thank Lynn and Bill Fox for hosting the Board gathering at Big Tupper Brewing.

I. Approval of Minutes

Discussion: Minutes of the July 9, 2018 Board meeting were unanimously approved as presented.

Charlie Svenson motion, Sally Hart second.

II. Executive Director Report

Discussion: Stephanie Ratcliffe began her report by thanking David and Sylvia Goodman for the gift of copies of Sally Svenson’s new book, “Blacks in the Adirondacks” to all Board members stating that David hopes that all will read it. She then shared the following:

- *Ways of Knowing* was recently profiled in the current ASTC Dimensions publication.
 - Science centers are starting to talk more about working with indigenous people and organizations.
 - Our project was featured in Dimensions, a publication of the Association of Science Technology Centers. Part of the Cultural Competency Learning Institute (CCLI) process was to bring staff in to help prepare them for the Ways of Knowing (WOK) project.
 - A short questionnaire will soon to be sent to Board members to help understand any questions they may still have about the project.

ASTC

Stephanie also reported on the recent Association of Science and Technology Centers (ASTC) conference that took place in Hartford, CT:

- TWC staff were panelists in five sessions.
- Stephanie Ratcliffe was asked to present a Lightning Talk during a Plenary session of 1500 people. Only 3 people chosen to present, the positions TWC as a leader and innovator.

Program Evaluation Overview

Hillarie Logan-Dechene gave a brief report on the staff process for determining which programs we should continue to deliver, which ones to eliminate and what new things to add in the future. Effectiveness and cost were the key indicators as staff reviewed a list of over 55 programs delivered in 2018. She outlined the new process:

- Each program was evaluated first by the staff most familiar with it.
- They completed a financial budget worksheet and qualitative survey.
- This developed a summary of cost and effectiveness.
- Staff then met to review data.
- Preliminary decisions were made and small groups were assigned to look further into the programs that would be considered for 2019.

Hillarie shared a spreadsheet which outlined where each program fell in terms of effectiveness and cost as well as a slide which showed some of the eliminated programs:

- Featured Farmer
- Yoga on Wild Walk
- Corn Husk Doll Workshop
- Full Moon Photo Tour

The team also assessed which programs were most tied to mission and brand and which would not be recommended for elimination or replacement. The following programs were identified as the current top ten signature Wild Center programs:

- Animal related
- Animal Encounters
- Youth Climate
- Internship Program
- Community Maple
- School Programs
- Volunteer Program
- Member - Early Wild Walk
- Bi-Annual BAGA
- Naturalist Walks

Next steps in the process:

- Review net cost & staff hours of top rated programs.
- Vet new program ideas.
- Decide which key programs to provide for 2019.

She stated that the process is ongoing and that this is the first time TWC have ever done this type of evaluation. She then addressed questions

Joe Beck then thanked management for being thoughtful and analytical in this process. He said it would be important to look at it going forward.

George Cigale asked if this would still happen if attendance and revenue were up 10% and Hillarie stated that it absolutely would, as we need to make hard decisions about what we use resources for to present the best possible, highest quality program to the public, and to also reduce the labor intensive churn of the past model.

III. Committee on Trustees Report

Discussion: Lynn Fox began her report by stating that Advisory Board members Derrick and Linda Pitts had recently resigned from the Advisory Board but will continue to help out as needed. She also reported the following:

- Barbara Grose and Lee Bailey have committed to co-chair and already have a plan in place for reaching out to current and potential members.
- Chris McFadden has resigned his position as Vice President of the Executive Committee.

Nancy Simpkins stated that by January we will have a process for electing officials.

IV. Financial Report

Discussion: Joe Beck began by thanking Bob Kronenberger for a great report and asked all to look at the Historical Financial Data and Trends document. He stated that there is still a need to raise money annually and that the Wild Walk consultant had predicted the admission decline we experienced in 2018. He then made the following points:

- We react quickly when determining program priorities.
- Hope to have 2019 budget materials to Finance Committee sometime in December.
- We are still in a financially stable position with good liquidity.
- We have been successful in growing endowment.
- We need to continue to think about prudent investments.
- There continues to be lots of needs - Youth Climate Summit, etc.

Bob Kronenberger then shared the following observations of the Committee regarding the financial report:

Attendance

- YTD total attendance through August 2018 is down 23% from 2017 (difference of 26,000 visitors).
- YTD paid attendance is down 19% from 2017.
- YTD member visits are down 36% from 2017.
- 2018 total attendance budget is 139,500 (down 4% from 2017 actual).
- Original ConsultEcon attendance forecast for Wild Walk:
 - Year 1: + 20% (actual + 167%)
 - Year 2: - 5% (actual - 9%)
 - Year 3: - 6% (actual + 1%)
 - Year 4: - 2% (actual YTD - 23%)
 - Predicted cumulative thru Year 4: + 5% (actual + 88%)

Admission Revenue

- August 2018 YTD admission revenues are down 13.8% from 2017 (about \$152,000).
- August 2018 YTD admission revenues are \$233,000 below budgeted YTD revenues.

Earned Revenues

- 2018 YTD Membership revenues are 35% below budget (about \$150,000) and 26% below last year).
- YTD Store revenues are 16% below LY, but sales per visitor are up 8%.
- YTD cafe revenues are 25% below LY.

Support Revenues

- 2018 Operating Support revenues \$177,000 under budget YTD.
- Annual Fund \$57,000 under budget YTD.
- Operating grants \$120,000 under budget YTD - much of which should still come in 2018.
- 2018 Support includes \$186.9k draw from endowment.

Functional Operating Expenses

- Total 2018 YTD operating expenses are \$286,000 under budget and \$75,000 less than last year.
- 2018 operating notes:
 - Marketing expenses \$133,000 under budget YTD. Some due to staff turnover savings; some being spent in balance of year.
 - Expenses in YTD budget that will still be spent later this year ~ \$62,000.

Income Statement

- 2018 earned income \$459,000 below budget.
 - Admissions - \$233,000
 - Memberships - \$150,000
 - Store/Cafe - \$76,000
- 2018 operating expenses \$286,000 under budget.
- 2018 operating support \$177,000 below budget.
- Overall 2018 YTD results are \$350,000 below plan.

Forecast Assumptions

- Earned revenues 25% below LY for Sept. - Oct.
- 2018 operating support projected to hit budget.
- 2018 operating expenses \$271,000 under budget for the year
 - Sept. - Dec. forecast:
 - Expenses budgeted earlier in the year - \$62.6k
 - Budget reductions - \$(47.4k)
- Overall 2018 YTD results are forecast to be \$334,000 below plan if just reach annual fund goal.

2018 Forecast and 2019 Implications

- Forecast for 2018 shows an operating deficit of about \$334,000, assuming we hit budgeted annual fund goal, which is about \$200K more than last year's actuals.
- Lower attendance and thus lower earned revenues will require modifications to operations as we begin plans for 2019.
- Management has already begun to review funding and program priorities for next year in light of the softening earned revenues.
- Management will accelerate 2019 budget for review with Finance Committee in December and presentation to the Board in January.
- On the positive side:
 - Contributions to Board Designated Fund (including Obie Clifford Fund) are over \$840,000 YTD with an additional \$184,000 of pledge receipts due this year).
 - Investment performance continues to provide source of operating support (if needed).
 - TWC has continued to build liquidity both as a reserve for any business volatility and as a source of continued reinvestment and operating support. We have the liquidity to allow us to manage through a deficit this year.
 - Sources of liquidity:

- Cash balances @ 8/31 - \$475,000
- Available funds under bank line of credit - \$600,000
- Board Designated funds - \$6,592,000
- Total liquidity - \$7,667,000

Balance Sheet Highlights

- Bank line of credit \$750,000. As of 9/30 amount drawn was \$150,000.
- Wild Walk term loan balance \$900,000 with \$100,000 principal payment due December 2018.
- Additional term loans of \$221,000 to finance new parking meadow and purchase of Bobcat utility vehicle for facilities. Loans are payable monthly over 60 months.
- Including the outstanding Wild Walk pledges and Gala commitments, term loan balance ~\$62,000.

Endowment Performance

- Current portfolio weighting is 71% stocks, 29% cash and bonds. Obie Clifford Fund is invested 100% in US Treasury Notes.
- Portfolio widely diversified via mutual fund holdings and Treasury Notes.
- S & P gained 8.5% August 2018 YTD.
- Market value increase of \$163,000 in first eight months of 2018.

Conclusions

- 2018 attendance down 23% August YTD compared to LY.
- YTD Earned Income down 23% from LY and \$459,000 below budget.
- YTD Unrestricted contributions a little below budget and last year.
- YTD operating Expenses \$286,000 below budget and \$75,000 less than LY.
- Endowment providing tangible support to operating funds, with market performance improving over last few months.
- Obie Clifford Fund balance at \$838,000 with additional \$184,000 of pledge receipts due this year.
- Line of credit balance has been reduced to \$150,000 (additional \$600,000 available).
- Forecast for 2018 shows an operating deficit of about \$334,000, assuming we hit budgeted annual fund goal.
- We have the liquidity to manage through a 2018 deficit.
- Lower attendance and thus lower earned revenues will require modifications to operations as we begin plans for 2019.

V. **Development Report**

Discussion: Charlie Svenson began the Development Report by stating that we have a lot of work to do to catch up to what we have done in the past and that we will still have a deficit. He said that there is much work to do to make up budget and keep within reasonable parameters. The two main priorities of Development are bequests and 2018 Annual Fund.

Hillarie Logan-Dechene then shared Giving USA 2017 statistics which indicate that charitable giving exceeded the \$400 billion mark in 2017 coming from the following sources:

- Individuals - \$286.65 billion
- Foundations - \$66.90 billion
- Bequest - \$35.70 billion (also made by individuals)
- Corporations - \$20.77 billion

Hillarie stated that the takeaway from this is:

1. TWC, like most other museums and charities, is primarily dependent on **Individuals** for gifts during their lifetime and through bequests.
2. Arts/culture and the environment are not top six priorities; so TWC needs to work hard to get peoples giving attention.

Charlie Svenson made the following points:

- This is first year that philanthropy will be affected by new tax laws.
 - For small donors, changes may be profound but there will be implications across all giving levels. We just don't know how that will impact our giving.
- We are facing the idea that people think that TWC is too successful to need donations. We need to demonstrate our need while people visit.

Bequests and Planned Giving

- Working hard to build Linda Vaughan Society for future.
- Bequests/Intentions continue to be a major focus.
 - Total of all bequest intentions - \$4,572,014 (46)
 - Realized in 2018 - \$803,232 (3)
 - Trustee Intentions - \$2,560,003 (10 out of 26 Trustees)
 - Advisory Board Intentions - \$155,0001 (4 out of 29 AB members)

Linda Vaughan Society

- 46 current members total including:
 - 10 Trustee
 - 4 Advisory Board
 - 2 Staff
 - 18 Members
 - 5 Non-members
 - 7 Volunteers/Members

Peter Kindler then took a moment to share the following quote from Obie Clifford - "If you put it in your will, you won't miss it."

Hillarie stated that a bequest allows you to support your community without affecting your current lifestyle.

2018 Annual Fund - Goal Total - \$1,791,600

Charlie took a moment to thank all for help writing letters and said that it is important to write personal names on envelopes. Charlie also mentioned that an envelope was included in the recent edition of the Otter newsletter and we were surprised at how many contributions were received in response to that. Nancy Simpkins then encouraged the Board to consider making a three-year Annual Fund Pledge this Year.

Why a 3-Year Annual Fund Pledge?

- Allows Stephanie to plan programming in advance.
- Helps Finance Committee and staff to budget and project cash flow.
- Empowers Board to ask others; positions TWC well when approaching government/agency/foundation/corporate prospects.
- Demonstrates Board commitment to TWC as a top philanthropic priority.

There was then much discussion regarding the Youth Climate Program (YCP) with the following comments being made:

- Paul Alioto - YCS seems to be growing and expanding base around state and beyond, are there plans to expand programs, etc. and generate revenue?
 - It is a marketing tool, how are we thinking about that?
- Hillarie Logan-Dechene - There is a new YCP case statement that we will use to encourage more donors, Karen Thomas has offered to help Champion the YCP. Karen noted that the YCP:
 - Needs significant support.
 - New case can be used for one on one meetings with donors.

- Stephanie Ratcliffe - It is the tenth anniversary of the YCS.
- Tom Jorling - Do we have boilerplates for YCS funding?
 - Can YCS case statement be shared with board members?
 - Hillarie said yes, will get out before next Board meeting.
 - Is YCS copyrighted?
 - Stephanie Ratcliffe said that morally we could not compete with other people to save the planet but she said she would look into copywriting so that the work isn't used in an improper way.
- Pam Matt- offered to look into paperwork for copyrighting.

VI. Other

Tom Jorling took a moment to give a brief update on the progress of the Science Advisory Committee. He shared the following:

- Currently in the process of identifying potential members and will send letters.
- First meeting to take place in the Spring.

A motion to adjourn the meeting at 4:10 pm was unanimously approved.

Mike Hunsinger motion, Nancy Simpkins second.

VII. Upcoming 2019 Meeting Dates

Monday, January 28, 2019 (NYC)

Monday, April 15, 2019 (NYC)

Monday, July 1, 2019 (TWC)

Friday, October 11, 2019 (TWC)