

BOARD OF TRUSTEES MEETING
THE WILD CENTER
October 9, 2020 - via ZOOM
12:30 PM - 5:00 PM

Board of Trustees Present via Zoom:

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

Advisory Board Present via Zoom:

Lynn Birdsong, Martha Bullock, Robert Gillis, Gary Hartwick, Ben Ireland, Phuong Ireland, Stanley Rumbough, Carl Shedd and Ross Whaley

Board Absent:

Peter Kindler and Jim Schoff

Staff Present via Zoom:

Marci Bencze, Hillarie Logan-Dechene, Jen Kretser, Bob Kronenberger, Stephanie Ratcliffe, Shannon Surdyk and Leah Valerio

Pre-Meeting Program Updates

Prior to the start of the business meeting, Wild Center staff members gave departmental updates and shared the following:

- Otter Pup Release - Leah Valerio
 - Received calls regarding two abandoned, orphaned otter pups
 - One from Wellesley Island, one from Oseetah Lake
 - TWC staff known as “otter experts”
 - TWC picked up one at Wellesley Island, Nina Schoch picked up one from Oseetah Lake. TWC took on task of rehabilitating them - we do not typically do this and was a large commitment
 - Tried to keep them as wild as possible, with little human imprint. Once rehabbed, loaded them in transport crates and traveled to Shingle Shanty Preserve
 - With assistance from Clarkson University students of Shingle Shanty’s manager, Steve Langdon - the otter pups were released!
 - Rick Godin videoed the process and will make movie

- New Animal Ambassador - Leah Valerio
 - Rare albino porcupine, has been rehabbed will serve as one of our animal ambassadors

- Youth Climate Team Report - Jen Kretser
 - Received NOAA funding for Youth Catalyze Community Climate Action
 - Student Andrew Fagerheim became inspired, wanted to see if Homer, NY wanted to join Saranac Lake in an effort to become Climate Smart Communities. Students led a task force in their community for the last two years with TWC's mentoring.
 - As a result, an event was held in Saranac Lake, hosted by Department of Environmental Conservation (DEC) Commissioner Basil Seggos, to celebrate Saranac Lake and Homer becoming Bronze Certified Climate Smart Communities. A TWC video captured the story: <https://www.wildcenter.org/climatesmart/>
 - Youth Have Power Series - Jen Kretser
 - Youth Climate Summit (YCS) has now become a virtual space with participation inside and outside the region, including events such as Citizen Science, Unwind Climate Time, Solutions Showcase
 - New NOAA Grant awarded - \$449,000 over three years
 - Project was ranked #1 by NOAA
 - Will allow us to continue work that we are already doing and build on program successes with a specific emphasis on New York State
- Sculptor Patrick Dougherty Site Visit - Stephanie Ratcliffe
 - Currently working with him on a sculpture for 2021 as part of "Get Outside"
 - Rick Godin is documenting the process, Dougherty website is stickwork.net
 - Will serve us for approximately 2 - 3 years, possibly more. constructed of wooden posts, no cement footers, everything woven around uprights, will eventually go back to nature

Welcome

Discussion:

Nancy Simpkins called the meeting to order at 1:08 pm. She began by thanking Board members for making an effort to participate during this pandemic. She also took a few moments to thank Leah Valerio and Jen Kretser for their wonderful pre-meeting updates. Nancy also welcomed newest Advisory Board members, Ben and Phuong Ireland and reported that long time Board of Trustee member Tom Jorling had decided to retire this summer due to health issues. She stated that he had been a Board member since 2009 and was very good at "big picture" thinking and was also a wonderful connection for us to State government.

Nancy then stated that The Wild Center serves an important purpose by being open, especially as people are looking for a safe place to go during the pandemic. She gave kudos to staff who have put their heart and soul into keeping TWC open and keeping people safe.

I. **Approval of Minutes**

Discussion: Minutes of the July 10, 2020 meeting were unanimously approved as presented.

Ginny Valkenburgh motion, Charlie Svenson second.

II. **Committee on Trustees**

New Chair Recruitment Update and Committee Report

Discussion: Terry Birdsong began by expressing how delighted she was to be participating in the meeting and thanked Committee on Trustee members for their work. She then announced that long-time Board member Karen Thomas had been selected by the committee to serve as the next Board Chair and that she had very enthusiastically accepted.

Karen then took a few moments to thank Terry Birdsong and the committee. She stated that she was honored and had been inspired as a result of the process and was thankful for the support as TWC is near and dear to her heart. She is looking forward to the journey ahead.

Terry Birdsong then gave a brief overview of the nomination process and shared the following points:

- New process was approved back in April
- Asked all to share names with committee for new Board/Advisory Board members
- New slate of officers will be elected at the January 2021 meeting
- Karen has another Chair post to wrap up so Nancy Simpkins will stay on as Chair until the end of February or early March
- Welcomed Ben and Phuong Ireland to the Advisory Board
 - Marketing and financial skills
 - Young family
 - Adirondack connection

III. **Finance Committee**

2020 Results to Date

Discussion: Joe Beck began by stating that the Finance report would be brief and that the committee met before the Board meeting. He also reported that Meadow Hackett had joined the Committee and would give great perspective. Joe then shared some brief points:

- Investments doing well through volatile market
- Hope to be positioned well regarding fiscal decisions in 2021
- Everyone did a great job being ready to transition to a different mode
- Challenge will be how much needs to be raised to cover the deficit
- Board members helping to solicit donations to help lower deficit

- Will help us as we transition into coming year
- Would like to get Board Designated Endowment (BDE) closer to \$25 or \$30 million, need to preserve and grow it

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 earned income \$170,000 ahead of revised budget
- 2020 operating expenses \$107,000 under revised budget
- 2020 total operating support \$26,000 ahead of revised budget
- Overall 2020 operating results \$300,000 ahead of revised budget and \$864,000 behind last year

Bob also shared revised operating metrics stating that it is being closely monitored by the Executive Committee and that they meet every month. He said that the 2020 revised budget scenario 1 reflects an operating deficit of \$774,000 and that meeting these metrics should keep us on that track subject to support revenues.

He also shared board designated endowment performance to date:

- Fund balance as of 9/30/20 = \$8,065,000
- LTM Investment return = 7.9%
- 2020 operating draw taken = \$207,000
- 2021 projected operating draw = \$212,000
- Draw based on 4% of average fund value over past 5 years, excluding Obie Clifford Fund
- Outstanding pledges:
 - Bequest intentions (55) = \$6,109,000
 - Obie Clifford Fund = \$55,500

Bob then stated that there was a need for the following resolution to be approved:

“Authorize Bob Kronenberger and Stephanie Ratcliffe to execute all materials needed for The New York State Empire State Development Get Outside Grant”

Action: The motion was unanimously approved.

Joe Beck motion, Karen Thomas second

Joe then stated that he would be working on budget with all.

IV. Development Report

Discussion: Lynn Fox began by thanking the Development sub-committee, which operates under the External Strategy Committee, consisting of her co-chair Charles Svenson, Peter Kindler, Lee Bailey (representing the Advisory Board), Larry Clifford, and Nancy Simpkins for their work. She stated that they would be doing a Take 5 update based on Kate O'Halloran's work. She then provided the following recap:

- Spring 2020 - Training - people liked it and wanted more
- Take 5 program - Personalized Board member support
 - Created scripts for notes, emails, calls, messages
 - Worked in concert with TWC Development team
 - Provided contact and recent giving info
 - Created/shared updated talking points
 - One on one outreach to each Board member who participated
 - Provided donor outreach strategies, edited missives
 - Follow-up calls and check-ins
 - 17 Board members tools assignments
 - 110 donors were on priority outreach list
 - Raised \$17,500 from 4 donors in support of TWC

Hillarie then shared the following 2020 Fall Appeal Schedule:

- 10/23 - Calls to major donors begin and Appeal Letter #1 - mail and email
- 10/30 - Start of weekly AF email updates
- 11/22 - Otter Newsletter - mailing
- 11/25 - Appeal Letter #2 - mailing and email
- 12/1 - Holiday "Thankful" cards - mailing
- 12/7 - Start of weekly year end E-appeal
- Looking ahead
 - It's not too late to reach out to people - try now, try again
 - Follow up on Fall appeal with call or email - we will send you a script
- Annual Fund through September
 - 2020 - \$427,637, Goal = \$1,176,200
 - 2019 - \$471,316, Goal = \$1,089,800
 - Goal does not include projected deficit

Lynn Fox then stated that she would be making a special announcement--the Board had been trying to think of ways to honor Nancy Simpkins service over the years and decided what Nancy would want would be for her term to end with TWC on strong financial footing because she has done so much to help us get there. As a result of this, an effort was conceived among Board and Advisory Board members who admire Nancy's leadership and work to create a special deficit reduction fund in her honor. Lynn said that they wanted to honor her incredible dedication and commitment, especially in the past six months being a stalwart leader, an inspiration to staff behind the scenes, asking the hard questions, helping us make good decisions so that TWC

could safely reopen and the fund is intended to show gratitude. So far \$162,736 in gifts and pledges have been raised.

Nancy then thanked all stating that with every past chair the biggest priority was always on the sustainability of this institution that we all love so much and she couldn't think of anything else that could have been done that would have been more meaningful. Lynn Fox stated that Lynn and Terry Birdsong had kicked the whole effort off and thanked them for that. She also mentioned that a wonderful gift had been received from one of Nancy's family members among many other gifts and that it was the easiest ask she has ever done.

Understanding Grants and Grant Commitments

Discussion: Hillarie then spoke about how grants are an important part of our operating model at The Wild Center and then shared the following information regarding grant status:

- Active Grants
 - \$1,497,946
 - 24 grants
- General Operating
 - \$203,750
 - 11 grants
- Restricted
 - \$1,294,196
 - 13 grants
- 2021 Pipeline (to date)
 - \$ 617,000
 - 23 applications

Hillarie noted that when seeking project supported grants we seek grants that fit our strategic needs for projects that are specifically in line with the mission and also the objectives that the Board identified through the Future's committee and the subsequent strategic priorities process. Through that process these grants are interwoven into our DNA. Staff leadership has been working monthly with the Finance and Executive committees during the pandemic and some of questions are how many grants do we have, who is working on them, how far do they reach? So, she and Bob created a process spreadsheet where every staff member identified and quantified how much work they do on grants and focused on project supported grants in particular. Hillarie then shared the following:

- 18 or 60%+ of staff are committed to projects funded by grants
- 10,700 work hours funded
- Grants fund strategic programs and needs

Stephanie then briefly shared TWC's process for executing grants stating that there is a

particular rhythm to our work. During summer months, we are busy serving the visiting public and during winter we are able to work on and execute grant funded projects and programs.

Hillarie then reported on 2021 grant supported projects and shared the following:

- Grants sought and received allow us to do pay-as-you-go, strategic, core, priority projects that meet Board approved Futures Committee strategic goals such as;
 - NOAA - Youth Climate Program (YCP)
 - IMLS-WOK - Ways of Knowing
 - IMLS-Diversity (2) - Diversity Training
 - IMLS-Solutions - New Climate Exhibit
 - NE Aquarium - Collaborative Youth Engagement
 - NYS-ESD Marketing - Get Outside Program and Marketing

Obie Fund

Discussion: Hillarie reported that the \$2 million goal had been met and with the help of Stephanie and Bob gave a recap of the purpose of the fund. Stephanie then shared Larry Clifford's metaphor about the Target logo. He thought it was a good graphic when thinking about the endowment. He likened it to a castle and a moat, the endowment being the castle and the Obie Clifford Fund being the moat that protects the castle. She stated that the original impetus was to raise money for the year ahead and not spending money before it was raised which would help free up staff minds to be able to plan further ahead. Stephanie and Bob then spoke more about the fund and Bob mentioned that the only way that funds come out of the fund are with approval of the Board.

Membership Events

Discussion: Hillarie then shared the following information regarding upcoming member events:

- 10/15 - Trick is in the Training - Leah Valerio
- 10/22 - Conservation through the Lives of Adirondack Loons - Nina Schoch
- 11/5 - Current & Projected Effects of Climate Change on Adirondack Boreal Habitats & Birds - Joan Collins
- 11/12 - Winter Bird Visitors of Northern New York - Joan Collins

Fall Programming - Get Outside

- Continuing with outside operations
- Getting things ready for winter programming outside
- Nature Lab school program feature that has premiered
- Digital field trips
- Welcome to our Backyard ad campaign

Marketing Update

Discussion: Hillarie gave a brief overview of where we are going and what we are doing in the area of Marketing stating that Nick Gunn has been an invaluable resource for us in terms of all that we have done during this pandemic. She then shared the following points from Nick's presentation:

- Results
 - wildcenter.org traffic from 7/15 to 9/30
 - Saw a 7% increase in web users from 2019 and 48% increase from 2018
 - Visitors from all 50 states and 120 countries
 - Social media from 7/15 to 9/30
 - 74,195 followers (up 11%)
 - Average daily reach - 69,819 (up 240%)
 - Average daily video views - 17,160 (up 2419%)
 - Total video view time - 1,653 hours
- Metrics
 - Post visit survey
 - Overall net promoter score - 64 (in the excellent category)
 - Overall satisfaction rating - 9/10
 - Guests were overall very satisfied

Stephanie then mentioned that one of the great benefits of our current reservation system is the ability to follow-up with visitors post visit using email addresses to send out surveys and get feedback in a much easier and more economical way than we ever have before.

Lynn Fox then mentioned that staff members as well as Board and Advisory Board members contributed to the Nancy Fund. She also stated that the fund will be used to attempt to draw down the deficit. She then thanked all for their contributions. Hillarie mentioned that it is also a great year to encourage people to give gifts of stocks and that appreciated securities are an excellent method of giving.

V. Generative Discussion #1 - Assumptions to Build the 2021 Budget

Discussion: Stephanie began by thanking all for being so responsive to the survey as the majority of the Board had participated. The following instructions were given for break-out groups:

- Discuss assumptions that had the most variation in agreement and be mindful of time so you can talk about several assumptions.
- Share how you are thinking about a particular assumption. Self manage group; share time equally and make sure everyone has spoken.
- Which comments made you think in a different way?
- Choose a group spokesperson for your group, they will have two minutes to share salient parts of discussion.

Stephanie then called groups back to do the following report outs:

Room 1 - Meadow Hackett, Karen Thomas, Ben Phuong, Gary Hartwick

- Focused on questions 1, 4, 5 through 7
- Concern re: next summer when people are more comfortable traveling may see an uptick in numbers, can high level of safety and communication of our processes be maintained?
 - Different perspective being from NY where they were hit a little harder_____
 - Keeping in mind that while people are traveling more there may be some level of hesitation
 - Err on the side of being more conservative
- Think that TWC has a lot of good winter attractions, need more investment in extra activities, programs
 - How can we keep mission driven but still add on?
 - Regarding being open 3 days a week, maybe add more days during winter/holidays (Thanksgiving, Christmas, New Years, Winter Carnival)
 - Expand online programming - creative ways for people to see the inside of museum, possibly an otter cam maybe shown somewhere outside on campus. Keep programming fresh and rotating

Room 2 - Jack Ryder, Linda Rosenstock, Charlie Svenson, Juan Rodriguez, George Cigale

- In 100% agreement with Stephanie, Hillarie and Bob on most of the questions
- Question 4 - Winter activities and reopening on Memorial Day
 - Assuming there is another surge this winter there may be another case of cabin fever, maybe reopen on May 1 (would add one more month to summer time)
- Question 5 - Opening the Indoors
 - All recognize the difficulty of that, could there be some sort of grant money available that might allow the indoors to open? If there is a resource issue on our end.
- Question 6 - Digital Technology
 - Is there a way to provide a robotic virtual tour of the inside? Possibly grant money available for this? (Note from Stephanie for minutes--we current have a digital tour online: <https://www.wildcenter.org/virtual-tour/>)
 - Need to put resources toward digital strategy, but recognizing it could be a burden on an already lean staff
 - Treat digital strategy like a large exhibit or building and invest the energy - George Cigale
 - Don't currently have the funds or expertise
 - Need to get serious about going out for some seed funding

- This could not be a better time, the need is out there. Education technology is the hottest sector right now because people are at home and schools need alternative ways of doing things
- All in agreement that we need more programming. Need an underlying wrap around strategy to understand how we want to engage with our members, the philanthropy side and how to make investments on the digital side

Room 3 - Paul Maroun, Charlie Frenette, Pam Matt, Mike Hunsinger, Lynn Fox

- All agree that there won't be a vaccine until the third quarter of next year at least, need to be cognizant of that
- Opening in winter - if doing events, need cafe/restroom capacity.
 - If we are charging people, they need to get an equal amount of return for their dollar
 - If we don't get as many visitors, maybe considering going to a donation model for admission
- Reservation System - great way to go, maybe continue using that system once things are back to "normal" as it can help with tracking
- Opening next year - think there is a way to do it safely while following the Governor's rules
 - If feasible we should explore that option
 - Is there a way to open theater? Might be dangerous

Room 4 - Betsy Lowe, Rob Gillis, Nancy Howard, Stanley Rumbough, Michael Bettmann

- Question 1 - Agree that this will continue on and it is getting under people's skin
 - TWC could be considered a relief from all of this, getting people outside and connected with nature which should lighten up their day
- Question 2 - TWC has good assets for outside visitation, the new exhibit will definitely help with that, maybe we can do more.
- Question 4 - Keep going, sounds good. Was discussion regarding providing more outside restrooms as long as it is just an outside experience
- Question 5 - Digital programming is good, especially for kids
- Question 6 - Obie Fund for next year makes sense to the extent that we can use it

Room 5 - Nancy Simpkins, John Sammon, Ginny Valkenburgh, Larry Clifford

- Question 1 - Agreed that this will go on for a while, given we want to open should plan for what needs to go into opening even if we don't end up doing so
- Question 3 - Budgeting around our actual visits for this year as opposed to what we budgeted for this year and the financial impact of that. When do we need to advertise for fellows, etc?
- Question 4 - Ginny suggested that there are other activities that we could plan outside that wouldn't require a lot of staff
- Question 5 - HVAC - No idea what is involved as far as upgrades to make safe for indoor opening

- Question 6 - Online content great so far, do we have staff do any more or can it be done more efficiently? They are currently pretty stretched
 - Ginny V - Appreciate what staff has done so far, are there things that they have already done that they can leverage because the work is already done?

Room 6 - Sally Hart, Terry Birdsong, Joe Beck, Rick Godin, Paul Alioto

- Talked about fiduciary responsibility
- How to manage budget, fundraising and Development efforts, needs to be the focus
- Important that the science is everything in our messaging, the online piece is everything
- Need to protect endowment, but also protect staff and live animals and dip into the endowment
- Push back long term goal of gaining that
- Happy to see Board responses wherein line with management
- Rick Godin commented how happy he was that the exit interviews were as positive as they were given that the museum was not open
- Brief discussion about winter and how to keep people warm, beef up outdoor activities
- We are a fundraising organization that just happens to have a museum building, digital is a new item to sell to a bigger audience - Rick Godin
- Staff did a great job with detailed opening plan, need to be disciplined, need to raise money and broaden audience - Joe Beck

Following group report outs, Stephanie made the following comments:

- In early days, fundraising was 65 to 70% of revenue, TWC is currently about 50/50, for a young organization that is pretty good
- We are settling in to the typical way to earn revenue
- Philanthropic dollars force us to be mission driven
- Has worked in organizations where earned revenue was a much higher piece but they were in very urban areas
- Endowment is key for our long term stability
- When too dependant on the door it can be a very corrupting influence, pure mission work does not happen
- We don't make programs to make money, programs cost money and we raise money to cover those costs
- Thanked all for their feedback, thrilled with the process

Charlie Frenette then commented that he had a suggestion and shared the following:

- In unknown times
- Have amazing amount of assets behind us and a great track record to build on
- Should approach this year with a high level of optimism and reflect on the success of the past year

- Success came because there was a great staff and a great plan and it was executed well
- Wish - as we get ready to review the 2021 plan, that it be at the same level of detail as this years was
- Ask for Development plan to be part of the operating plan
- Could fall into a trap and charge for everything to the point that we lose sight of our mission and we think that we are something other than we are and that is a risk we should guard against
- Will also be operating with a significantly reduced revenue and a cost base that is largely fixed because it is human based so the way we develop donations and investments needs to change slightly because we will require more money to come in to offset revenue loss that was baked into our “base model” before the pandemic hit
- As we review 2021 plan/budget, we should look at a Development plan that says how we are going to develop the money/incremental resources to offset the reduction in revenues from what the place was built to deliver
- Should go forward optimistically but have a responsibility to look at a pretty rigorous fundraising plan
- It is one thing to say we are going to operate at a deficit, it is another to say we will operate at a deficit but have a plan to deal with the deficit
- Will take time to do it and then will be looking at budget soon, need to be able to generate necessary revenue

Comments/Questions

- Michael Bettmann
 - Some of background is changing, summer visitation increased instead of decreased, even with Canadian border closed. Proves we should be optimistic about people’s interest in the Adirondacks (Adks) and that should carry over to TWC
 - Seems there is an evolving change in communities in the Adks and there are alot of people who have second homes who are now living in the Adirondacks full time
 - A lot of effort being made through Common Ground Alliance (CGA) and others to increase the appeal of Adk communities to people who can telecommute and that could have a major impact on TWC
 - All these factors should be considered when thinking about fundraising but also in utilization of the museum
- Nancy Howard
 - Have we been filming any of the things that we have been doing outside?
 - Done photo shoots, etc. with people wearing masks, etc. as well as the Lunchtime Lives.
 - Did a photo shoot with diverse participants with/without masks so we had material to work with

- Rick Godin
 - Optimistic in a way, whole pandemic has given us an opportunity to evolve a little bit and to change, education is changing
 - Online programming is a fundraising opportunity so that we can maintain our endowment
- Gary Hartwick
 - What were Tri-Lake area visitor statistics for the summer?
 - Overall, there was a tremendous amount of tourist traffic (mostly in Lake Placid)
 - Seasonal homeowners stayed longer
 - Formal report is almost complete
- Ginny Valkenburgh
 - Use of the outdoors, number are so fantastic
 - Would love to see a brainstorming session to see what else could be done with the outside given that it is likely this will be the way we operate again next year
 - What else could be done that wouldn't be very costly?
 - We are going to be working on this as a staff, could do a Board session as well
- Meadow Hackett
 - When we evaluate budget could we prioritize everything in terms of spending or required investment for each item

Shannon Surdyk then took a moment to provide a repoll and then shared the results.

VI. **Generative Discussion #2 - Discussion of Draft Diversity Statement**

Discussion: Stephanie Ratcliffe began by giving an overview of what is happening in the museum field regarding the subject currently and that a landscape study has been done to try and gauge where exactly museums are with DEAI work. It is a conversation happening in every single museum, Board room and TWC is having it too. She said that there is a reckoning happening in the museum world regarding who we serve, who we are welcoming, their collections, etc. Stephanie stated that she would go into depth on the landscape study at the January meeting. She said that we should be reflective in our programs, being welcome to all and that all work should start with individual self reflection, otherwise it will be difficult to make a change. She then stated that everyone would be put in a break out session with one note taker in each room.

Before everyone was sent into break out rooms, Stephanie shared definitions for DEAI (Diversity, Equity, Accessibility, Inclusion) and BIPOC (Black, Indigenous, People of Color). She also shared the following break out session instructions:

- Share your thoughts or feelings about the statement or parts of the statement. What questions do you have?

- Discuss the work plan items for the Board, are these tasks reasonable for the coming year? What other tasks could the Board complete in the future? Focus on what you can do -- not what staff can do.
- A notetaker will be in your room documenting comments for feedback back to staff. They are not facilitating.
- Choose a spokesperson to share salient parts of your discussion with the group.

Stephanie stated that the purpose was to get feedback and finalize the statement so that we can put it on the website within the next couple months. People were then sent into breakout rooms.

Group Report Outs

Room 1 - Karen Thomas

- , Good discussion, felt supportive of statement as is
- Last paragraph - "our Native American friends", does that exclude other groups?
- Hard work, can use help along the way
- Self reflective piece important in getting metrics in place for Board authenticity
- Include LGBTQ community

Room 2 - Lynn Fox

- Great discussion, liked statement
- Listening/learning was focus of conversation
- Juan pointed out that there is little diversity in management in his job
- Statement is great, needs ongoing discussion
- Juan appreciates being part of TWC, complimentary of Stephanie Ratcliffe leadership

Room 3 - Michael Hunsinger

- Overall did not agree with statement
- Needs more focus
- Never been an exclusive place
- Needs to be more motivating
- Offers so much to all people
- Liked language on second page
- Missing language regarding being inclusive of diverse socioeconomic status

Room 4 - Charlie Frenette

- Some in group uncomfortable with statement
- Talked through racial bias, should not preach on this
- Be it, do it, say it - starts with Board as individuals and then move forward
- Felt defensive when he read the statement
- Need to shock ourselves out of where we live
- Believes in systemic/inherent racism
 - Does it exist here?
- It's a learning journey and a personal journey

Room 5 - Lynn Birdsong

- Applaud effort to develop statement
- Questions about statement
- If opening line - avoid negatives/buts
- Agree with Charlie Frenette, starts with Board and have to work at it
- Commitment - long term
- Need to define desirable attributes to Board candidates to serve on Board
- Some discomfort with Native American paragraph
- Ginny V - Looked at it as something that could be a great opportunity to get other perspectives, etc.
- An ongoing journey, needs to continue to work on as we fill Board/Staff positions

Room 6 - Linda Rosenstock

- Feel the same as others
- Complimentary to TWC, one of most diverse attractions in the Adirondacks
- Compliment to Stephanie Ratcliffe for bringing native perspective

Room 7 - Paul Alioto

- Statement and policies important but meaningless without actions
- Hard to recruit diversity in homogenous population
- Hard to use resources
- Not sure about TWC going political beyond climate change, not sure if it is inline with our mission
- No mention of socioeconomic population that is prevalent in the Adirondacks
- Education important in discussing diverse populations
- Creating inclusive policy seems like function of white privilege
- Ben Ireland
 - Statement needs clear actions, otherwise just statement
 - View personally, end goal to help increase interaction with TWC, help be more comfortable
 - End goal is increased visitation, business focused metric

Stephanie then thanked all for their work and stated that people should contact her if they would like to help work on the statement and to figure out what the next useful Board exercise will be.

The Board then went into Executive Session.

Upcoming 2020/2021 Meeting Dates - Other dates TBD

Monday, January 25, 2021 - assume virtual meeting