



Camarillo Ranch Foundation, Inc.
Board of Directors Meeting
AGENDA

February 6, 2018 – 6:30 p.m.
Camarillo Ranch – Stable Conference Rom
201 Camarillo Ranch Road
Camarillo, CA 93012

242nd Meeting

“Preservation, Education, Restoration”

1. **Call to Order** – Charles Devlin
2. **Minutes** – Action to approve the minutes of the meeting held December 5, 2017
3. **Next Meetings** - March 6, 2018
4. **Comments**
 - a. Public Comments regarding items not on the agenda.
 - Docents Representative
 - b. Board President
 - c. Board/Council Member Comments
5. **Unfinished Business**
 - a. Discussion - Recommendations for 2018 Christmas at the Ranch - Marissa Elkins
 - b. Report - Board member survey and board member orientation packet - David Schlangen
 - c. First Reading - Camarillo Ranch Foundation (CRF) Strategic Direction 2018-2020
6. **New Business**
 - a. Action to approve change of CRF regular board meeting on Tuesday May 1 to Tuesday May 8, 2018 - Charles Devlin
 - b. Discussion - Nomination Task Force - David Schlangen
7. **Reports**
 - a. Chief Executive Officer - Martin Daly

- b. Chief Operations Officer – Marissa Lopez Elkins
 - c. Executive Committee - Charles Devlin
 - d. Education & Legacy Committee – Karen Prough/Ellen Smith
 - e. Finance Committee – Michael Drews
 - f. Fund Development Committee – Karen King
 - g. Board Development Committee – David Schlangen
8. **Closed Session** – Public Employee Performance Evaluation, Gov. Code 54957.6
Title: Chief Executive Officer
9. **Human Resources** - None
10. **Adjournment**

Future Agenda Items:

Policies: Records retention
Policies: New accounts,
Policies: Distribution cycle

CRF Subcommittee Meetings – The Foundations’ subcommittees meet monthly or as indicated below. All meetings are held on the Camarillo Ranch property.

Docents Executive Committee	First Monday	9:00 a.m.
Education and Legacy	Second Monday	3:30 p.m.
Board Development Committee	Second Monday	4:30 p.m.
Fund Development Committee	Second Tuesday	4:00 p.m.
Docents Committee	Second Thursday	4:15 p.m.

Distribution:
Camarillo Ranch Foundation Board Members
City Council Camarillo Ranch Committee Members
City Clerk, City of Camarillo

Staff reports and other disclosable public records related to open session agenda items are available for review during regular business hours, Monday-Friday, 8:00 a.m. to 5:00 p.m., at the Camarillo Ranch Office located at 201 Camarillo Ranch Road, Camarillo, CA 93012. If you have any questions, please contact the Ranch Office at (805) 389-8182.

Americans with Disabilities Act Compliance Statement

In compliance with the Americans with Disabilities Act, if you need special assistance to participate in this meeting, please contact the Camarillo Ranch Office at (805) 389-8182 at least 48 hours prior to the meeting to enable us to make reasonable accommodations to ensure access to this meeting. (28 CFR 35.102-35.104, ADA Title III)

Finance Committee
Executive Committee

Third Monday
Fourth Tuesday

4:30 p.m.
4:00 p.m.



Camarillo Ranch Foundation, Inc.

Minutes - Board of Directors Meeting

December 5, 2017 – 6:30 p.m.
Camarillo Ranch Conference Room
201 Camarillo Ranch Road
Camarillo, CA 93012

241st Meeting

1. **Call to Order** – Charles Devlin called the meeting to order at 6:30 p.m.

Present - Board Members – President Charles Devlin, Vice President David Schlangen, Treasurer Michael Drews, Secretary Ellen Smith, Peter Ellermann, Bruce Fuhrman, Karen King, Sandy Nirenberg, Gerry Olsen, Karen Prough, Martin Shum, and Katy Strang. Also present - Liaison Board Members – Council members Charlotte Craven and Mike Morgan. Others present Chief Executive Officer Martin Daly, Chief Operations Officer Marissa Lopez Elkins,, Programs Manager Maggie Solorzano-Hamilton, and Docents President Betty Addeig.

Absent: Shirley Honour, Susana Reeder

2. **Minutes** – The board unanimously approved the minutes of the November 7, 2017 meeting as corrected.
3. **Next Meeting** – February. 6, 2018 in the Camarillo Ranch Conference Room.

4. **Comments**

- a. Betty Addieg reported on the status of Santa Nights and stated that she had enjoyed giving house tours during the cocktail hour at Christmas at the Ranch Gala.
- b. Charles Devlin introduced the newly appointed board member to the Camarillo Ranch Foundation, Sandy Nirenberg, who has recently retired from service as the Chief Executive Officer of Camarillo Hospice. Devlin thanked all the attendees at the Ranch Gala and stated that reviews of the event were very good. He also shared his ideas on involvement of the white horses in the Ranch setting.
- c. Board members Bruce Fuhrman, David Schlangen, Michael Drews and Ellen Smith expressed their enjoyment of the Ranch Christmas Gala including the informative speeches and appreciation for the staff's work on all the details.

5. **Unfinished Business**

- a. 2018 Calendar of Meetings - On a motion by Michael Drews, the board took unanimous action to approve the calendar of meetings as presented.
- b. Program Reviews - Maggie Solorzano-Hamilton, Program Manager, presented a detailed review and analysis of three major Ranch programs:

House Tours, School Tours and Volunteers. She provided background information, longitudinal data, current status and impacts of each program. She framed her comments with the question: "What experience are we creating for guests, volunteers and staff?" Her recommendations were discussed by board members and will be studied for implementation by board committees as applicable.

- c. Report - Board Self Evaluation Survey Results - David Schlangen thanked board members for completing the survey. Further information on the analysis of results will be presented at an upcoming board meeting.

6. **New Business**

- a. Essential Components of the Strategic Plan - David Schlangen reported that work products from the 2017 board retreats will be compiled by the Executive Committee into a draft Strategic Plan document for board review and approval in early spring. Board members provided feedback about their expectations for the components and format of the document.

7. **Reports**

- a. Executive Committee - David Schlangen reported that in addition to preparing the agenda, the committee discussed next steps for the Strategic Plan, their intent to systematically review board policies and development of a description of the governance structure of the CRF for inclusion in the new board member induction program.
- b. Fund Development Committee - Karen King reported that the committee will study Solorzano-Hamilton's recommendations regarding programs and implications for funding needs.
- c. Education and Legacy Committee - Karen Prough reported that the committee will work in tandem with Solorzano-Hamilton on the implementation of recommendations.
- d. Finance Committee – Michael Drews reported that revenues are in line with expectations for this point in the year and expenditures are in keeping with the budget. The committee is looking at various possibilities for reporting operating funds and donations separately.

8. **Closed Session** – None

9. **Human** - None

10. **Adjournment**- Charles Devlin adjourned the meeting at 8:35 p.m.

Ellen Smith, Secretary

Board Approval: February 6, 2018



Camarillo Ranch Foundation (CRF) Strategic Direction – 2018-2020

*Pending approval of Board of Directors at the
March 2018 meeting*

Mission Statement: The mission of the Foundation is to preserve, restore, maintain and operate the Camarillo Ranch as a historic site in partnership with our public and private sectors, on a self-sustaining basis; to foster its place in the rich history of California; to make it a focal point of the community for education, enrichment and enjoyment; and to exhibit our diverse history and culture.

Vision: The following is the long-term vision for Camarillo Ranch Foundation:

- **Adolfo Camarillo:** His legacy and values will be known throughout Camarillo, Ventura County and beyond as well as inculcated (meaning people will act consistent with his values and be conscious that they were inspired by his life to act in a manner of respect, inclusiveness and community service).
- **Education:** Through an emphasis on expanding access to children in Ventura County with an educational experience of the facility and the legacy of Adolfo Camarillo, over time nearly all residents will have experienced the ranch and therefore will advance the goal of being a focal point of Camarillo. Enriching the educational experience will also include more extensive use of technology.
- **Getting the Word Out:** Develop and implement innovative strategies for a variety of ways that CRF can get the word about the facility out to both local residents and beyond and its work. To the extent possible, these strategies should also take into account the different ways people learn and absorb information. CRF may consider utilizing volunteers in a capacity to expand outreach to more civic and community groups.
- **Government Relations:** Through ongoing reporting and regular engagement with the City of Camarillo, deepen relationships with city staff and council members which will make them more aware of CRF and its value to the City of Camarillo, its work and its needs. This increased level of engagement will serve as a foundation for negotiating the 2030 City Agreement. Keep abreast of and adhere all relevant regulations at the federal, state and local levels.
- **Financial Sustainability:** CRF would be financially sustainable with a leveraged diversified portfolio. Refine purpose and set goals for use of CRF endowment. CRF will not be dependent on any single source of revenue.
- **Public Access and Community Engagement:** CRF will steadily increase the number of visitors and visits to the property, as well as increase awareness of our mission through expanded access to historic content and resources through innovative use of technology.
- **Board Development:** CRF will have a Board of Directors made up of diverse background and skill sets. Board members will understand the various layers of government regulations including the Brown Act, and understand their roles and CRF governance structure.
- **Volunteer Outreach and Engagement:** CRF will continue to have strong volunteer and community involvement to support its work. Committed volunteers are retained, cultivated and stewarded so that

their work and heritage is honored and new potential volunteers are incentivized to join and share their talents on a regular basis.

The following section advances CRF's mission and vision through dividing the work between five board committees, management and staff.

Executive Committee

Vision: Ensures the governance model and CRF board committee organizational chart is implemented and tasks are delegated to appropriate committees. Provides leadership and direction to the Board of Directors and CEO. Oversees the creation of a strategic plan and its implementation. Organizes semi-annual board retreats to advance the strategic planning process and implementation and the overall effectiveness of the organization. Such planning of board retreats will be done in conjunction with the CEO, Committee Chairs and other board members to ensure consensus on retreat goals and outcomes. On a quarterly basis, the chairs of the board committees will convene at the Executive Committee meeting to ensure alignment of work and advancement of strategic goals.

Short and Long-Term Goals

Short Term Goals

- Implements new governance model.
- Establishes regular meetings with the City of Camarillo. Develops strategies for ongoing reporting and regular engagement with City of Camarillo including reports, study sessions and regular communication on events and activities of CRF.
- Works closely with CEO to ensure the work of CRF board and staff members advances strategic goals, provides feedback as warranted, provides Human Resources counsel for CEO, and evaluates the performance of the CEO on an annual basis).
- Collaborates with the City of Camarillo to ensure preparedness for emergencies and catastrophic events.
- In conjunction with the Executive Committee, work to refine the committee structure providing for role clarity of the work of each committee and staff as CRF moves from a working board to a governance board.
- *Policy Listing:* Reviews existing policies on a periodic basis in relation to organizational needs, status of implementation, and changes in laws and regulations affecting nonprofit organizations that would warrant modifications to existing policies. Assists board committees with drafting policies for consideration by the Board of Directors.

Long Term Goals

- Negotiates a new Operating Agreement with the City of Camarillo.
- Communicates and monitors vision and strategic planning goals for the organization.

Finance Committee

Vision: Ensures financial transparency, technical accuracy, and correctness of the reporting of financial information to the board and public.

Short and Long-Term Goals

Short Term Goals

- Obtains unqualified audit report.
- Develop a multi-year budget that incorporates earned income from site rental, fundraising, grants and other sources of revenue.
- Develop a process for cash flow projections.
- Establish a two-year budget forecast.

Long Term Goals

- Meets the expectations of the City of Camarillo with regards to financial self-sufficiency.
- Reviews current investment policies and their return to determine if changes should be made on an annual basis.
- Work with Fund Development Committee to understand commitments made to donors that would warrant restrictions on the contributions.
- Review and update on an annual basis the facilities reserve study.

Board Development Committee

Vision: Supports a diverse CRF Board of Directors with education, recruitment, training and accountability to ensure that it represents the greater Camarillo area and supports the movement of the Board of Directors to a governance board.

Short and Long-Term Goals

Short Term Goals

- Identify board prospects consistent with the skills, diversity and community representation useful to implementing CRF's strategic goals and encourage prospects to apply.
- In conjunction with the Executive Committee, work to refine the committee structure providing for role clarity of the work of each committee and staff as CRF moves from a working board to a governance board.
- Refine process and materials for board member orientation or onboarding.
- Determine and implement training needs of the board of directors including any outlined in other sections of this report (e.g., fundraising training, understanding of what is permissible/ impermissible under the Ralph M. Brown Act) and then develop a plan for such training.
- Outline internal (bylaws, policies) and external (city, state, federal regulations) and have board members be clear on what is permissible board action.

- Complete Board Self-Assessment Program annually for Board members and adjust goals based on its results.
- Recruit and prepare current Board members to become mentors to new Board members.

Long Term Goals

- Systematize the processes outlined above.

Education & Legacy Committee

Vision: Promotes the legacy and values of Adolfo Camarillo through: provision of educational programs for children and adults; development of historical resources and digital archives; acquisition and curation of historical artifacts; and facilitation of connections between the community and the Camarillo Ranch.

Short and Long-Term Goals

Short Term

- Develops a vision for expansion of educational programs.
- Develops a plan to support Kids' Day for greater success.
- Develops and implements a sustainable docent recruitment and training program.
- Completes and implements the Accessions Policy.
- Works with appropriate staff to achieve Program Department goals that are aligned with the organization's mission.
- Works with Fund Development and Finance Committee to develop strategies for security sufficient funds to accomplish Program goals and initiatives.

Long-Term

- Develops audio-visual materials about the grounds, ranch and family.
- Expands access for school and house tours.
- Develops a community outreach program to publicize the Ranch in the community.
- Digitizes historical documents and reference materials.
- Develops relationships with local educational institutions to provide and expand opportunities for interns and historical studies.
- Researches scholarship feasibility and options.

NOT YET REVIEWED

Fund Development Committee

Vision: Develops and implements sustainable a revenue model with detailed strategies sufficient to grow CRF's revenues and raise funds for short term needs and long-term purposes.

Patty Note: I get that the committee has a need for understanding of current fundraising operations and to address immediate needs (e.g., donor renewals of contributions and/or memberships). Without a revenue model (e.g., who much money needs to come from what sources, it is unclear if the specific endeavors will have the yield they need).

Patty Note: It is my understanding that the Education and Legacy Committee are taking responsibility for overseeing from a board perspective rental income. Correct me if I am wrong on that assumption because being a committee responsible for that function is not so under their goals. Given that income would be part of the overall revenue model, I would suggest including language such as "The Fund Development Committee will work with the Finance Committee and Education & Legacy Committee to ensure a full understanding and representation of income and fundraising streams in the overall revenue model."

Short and Long-Term Goals

Short Term Goals

- Conduct outreach to donor/members who have reached or are about to reach an expiration date. **Patty question:** Does this language encompass "Continue donor engagement activities."
- Make phone calls to donor prospects as needed.
- Ensure that any scheduled fundraising mailings are executed on timely basis.
- Evaluate current level of donor/member giving and develops reports illustrating outcomes and develops recommendations based on the data reviewed.
- Develop metrics to measure success/gaps along with key performance indicators.
- Make modifications/recommendations on existing fundraising approaches to establish new, grow or discontinue current programs.
- Begin work on multi-year development plan incorporating long term goals.
- **Patty Note:** There is not a short-term goal to determine if the Benevon model should continue to be pursued as a strategy. Should it be listed?
- **Patty's Note:** This committee would generally be responsible for "Coordinates board member involvement in fundraising" and so would recommend that language be included as a goal or ongoing responsibility. Likewise,
 - Review strategies to determine their effectiveness and adjust as appropriate.
 - Present reports to the Board of Directors on progress of implementation strategies.
 - Work with Board Development Committee to develop mechanisms for reviewing individual board member giving in relation to goals.
 - Set goals for and oversees the work of recruiting sponsors for events and in general for organization.

- **Work with staff to ensure that donor records are maintained and thank you notes are sent on a timely basis consistent with IRS regulations.**
- **Make recommendations for restrictions on whether to accept funds from specific entities (e.g., contributions from tobacco or alcohol companies).**
- **Arrange for training to board members to increase their fundraising skills and techniques so that they are comfortable raising funds in conjunction with Board Development Committee.**

Long Term Goal

- **Create a fund development plan covering all sources of philanthropic revenue (e.g., events, sponsorships, direct mail, memberships, individual donations, major gifts, planned to give, etc.). Conduct a competitive analysis as part of determine the most feasible revenue model for CRF. For each area, develop goals, objectives, actions steps, responsibilities, estimated revenue and appropriate metrics (e.g., dollars raised, new donors, conversion of donors to higher level of giving). Create a dashboard to review key metrics. Based on approval of the fund development plan by the Board of Directors, assign responsibilities and implement workplans measuring progress on implementation and results on a regular basis.**
- **Assess whether CRF's current database can support a robust and diversified fundraising effort including producing metrics and analytics. If not, determine what type of system is needed, secure system and implement accordingly. Implementation will include record conversion, training, protocols, and report generation.**
- **In conjunction with Board Development Committee, provide board members and docents with training and coaching on effective fundraising approaches (e.g., how to have a conversation with a prospect, existing donor, etc.).**
- **Foster endowment development. Work with the Finance Committee to understand commitments to donors (their expectations around contributions to the endowment) to determine whether those commitments require CRF to treat the contributions as an "endowment" or whether this can be converted to "temporarily restricted funds" as a category of the balance sheet. Language like this has been included for the Finance Committee.**
- **Evaluate and make suggestions for future programs.**
- **Develop and execute a strategy for scholarship development.**
- **Evaluate new profit centers (corporate events, venue rental, meeting space).**
- **Develop procedures which would outline how staff will maintain committee accomplishments as necessary.**
- **Develop strategic alliances within the community for long term affinity (i.e., fostering long-term relationships).**

General Responsibilities

Works with CEO to create and oversee the following:

- **Fundraising and donor engagement.**
- **Establishment of an overall revenue model.**

Appendix:

- I. DEFINITIONS
- II. GENERAL RESPONSIBILITIES BY COMMITTEE
- III. CURRENT ORGANIZATIONAL CONTEXT/ENVIRONMENTAL SCAN
- IV. COMMITTEE ORGANIZATIONAL CHART

I. ADVANCING THE MISSION AND VISION – COMMITTEE GOALS

Mission, vision, strategy, goals, objectives, etc. are words commonly used in strategic planning. They are however not used uniformly. The following are the definitions used by The Oertel Group which is facilitating semi-annual planning sessions for CRF's Board of Directors. They are listed in order from the largest lens down to operational detail. All levels need to be aligned (i.e., flow from level to level, internally coherent, etc.).

Current Organizational Context/Environmental Scan – SWOT Analysis: For a strategic plan to be grounded in current realities and emerging opportunities, it is important for an organization to conduct an organizational assessment (what is working, not working and identify issues that should be addressed in the plan) and an environmental scan (data on the underlying need addressed by the organization, trends in the field, opportunities for funding, etc.). This analysis is often referred to as a SWOT Analysis (the letters stand for Strengths, Weaknesses, Opportunities, and Threats).

Mission: The mission statement describes the overall purpose or essence statement of organization. It should define major parameters and intended change to the population served. Mission statements may also describe (1) the main method(s) or activities through which the organization tries to fulfill its purpose and (2) the values or principles which guide the organization in pursuing its purpose. A mission statement guides the choices and opportunities an organization faces.

Vision: A vision statement presents a guiding image of success. The vision statement articulates the change or outcome intended from the work of an organization. The vision statement can be ongoing or be more time-limited for the period of a strategic plan. Similar to mission, a vision statement provides the basis for mobilizing the organization's human resources (board, staff and volunteers) and drawing their commitment to their work. The vision statement helps to streamline decision-making processes around strategies and opportunities.

Strategy: A strategy is the approach selected to accomplish any of the levels of planning – mission, vision, goals, etc. It is the plan of action or policy designed to achieve a major or overall aim.

Goals: Goals are based on the selected strategies. Setting goals is the process of developing concrete measures of “how much” of the problem that organization will try to solve and “by when.” Goals are outcome statements that guide the organization’s programs and management functions.

Objectives: Objectives offer a logical sequence for achieving each goal and break a broadly stated goal into manageable pieces. A litmus test for objective setting is to ask, “if these objectives are achieved, will we successfully accomplish the goal?”

SMART Goals and/or Objectives: SMART is an acronym for Smart, Measurable, Achievable, Realistic and Time-bound. Consultants and authors differ on measure the SMART standard should be applied to goals, objectives or both. The Oertel Group recommends that they be applied to the extent possible at both levels especially with respect to articulating metrics (i.e., the measurement by which it will be known if the goal or objective was achieved). In addition to the SMART criteria, organizations can also choose to develop Key Performance Indicators (KPIs); these may include quantitative, qualitative, leading, lagging, input, process, output, practical, directional, actionable and/or financial indicators.

Action Steps/Tasks: Action Steps are the specific steps that will be taken to accomplish each objective. Action Steps should detail who will be responsible for seeing the step is completed and the timeline in which it will be accomplished.

II. GENERAL RESPONSIBILITIES BY COMMITTEE

Executive Committee

General Responsibilities

- Acts on matters requiring immediate attention between board meetings to the extent permitted by organization’s bylaws, agreement with the City of Camarillo, and California law.
- Ensures governance model is implemented.
- Delegates tasks as appropriate to committees and executive staff as appropriate.
- Is actively engaged during emergency situations to ensure to the extent possible the preservation of Camarillo Ranch.
- Creates board agendas in collaboration with Executive Staff.
- Oversees organizational sustainability including succession planning at the board officer and management levels.
- Develops a process for and evaluates the performance of the Chief Executive Officer and makes recommendations to the board of directors regarding any adjustments to compensation and benefits.

- Facilitates, supports and monitors the work of Committees in advancing and implementing strategic goals.

Finance Committee

General Responsibilities

Works with CEO to ensure the following functions are completed annually or as needed:

- Communicate with the City as needed on any financial issues.
- Keeps Board apprised of any unusual financial conditions.
- In conjunction with other relevant board committees, develops processes for cost allocation among programs, as well as general & administration and fundraising.
- Reviews monthly financial reports and presents information to the board of directors. Explains any significant deviations from budget to the board.
- Oversees the organization's financial assets.
- Provides support for an annual audit of the financial operations of the organization and reports the results of the audit to the board.
- Annually reviews the accounting internal controls to ensure that they provide proper protection for the size of the organization.
- Reports to the board other financial matters as deemed appropriate by the board.

Board Development Committee

General Responsibilities

- Identifies potential board candidates and facilitates their application to the City of Camarillo
- Prepares and executes ongoing training on board member responsibilities and other training that might be periodically needed.
- Conducts an orientation for new board members when they have been approved by the City Council.
- Provides mentorship to new boards members to help them assimilate into CRF organization and to be effective board members.

Education and Legacy Committee

General Responsibilities

Works with CEO and appropriate staff to create and oversee the following:

- CRF programs, new and existing.
- Recruitment, screening and on- boarding of volunteers according to CRF policies and procedures.
- Preservation of artifacts and accessions.

Note: Docent President, or his/her designee, will be a voting member of this committee.

Fund Development Committee

TBD

III. CURRENT ORGANIZATIONAL CONTEXT/ENVIRONMENTAL SCAN

For a strategic plan to be grounded in current realities and emerging opportunities, it is important for an organization to conduct an organizational assessment (what is working, not working and identify issues that should be addressed in the plan) and an environmental scan (data on the underlying need addressed by the organization, trends in the field, opportunities for funding, etc.). This analysis is often referred to as a SWOT Analysis (the letters stand for Strengths, Weaknesses, Opportunities, and Threats. For nonprofit organizations, the language is expanded from “Weaknesses” to “Areas Needing Improvement” as well as “Threats” to “Threats, Challenges and Constraints” and finds those adjustments help staff and board members to be more open to the concepts. An organization’s strengths provide a platform upon which to build. An organization’s areas needing improvement do not necessarily preclude adopting any specific goal but do require initial work to address if the specific weakness would limit or interfere with successful implementation of a goal. Opportunities in the external environment in which an organization operates can signal options that should be pursued because of the favorable conditions surrounding the options. Threats identify challenges and constraints which exist in the external environment that might preclude a desired direction or would need to be addressed before pursuing that direction.

Strengths

- Strong financial position
- Improved image in the community
- Strong board engagement
- Goal orientation with strong follow-through
- Collaborative leadership with the docents
- Continued use of the governance model
- Appointed a taskforce to examine the role and responsibilities of the docents
- Strong relationships with the City of Camarillo
- New populations of the public are enjoying the ranch

Weaknesses, Areas Needing Improvement

- An aging facility
- Lack of identity clarity
- Goals are not always clear
- Resistance to change
- Lack of volunteer coordinator
- Staff leadership model comes with challenges
- Ill-defined Christmas event
- Staffing constraints
- Rigidity of docents
- Confusion around volunteer to staff expectations

- Difficult to recruit volunteers
- Docent crisis
- The event horizon for planning is one year and there is no mechanism to concentrate on the long-term future
- Lack of technology
- Lack of next generation engagement

Opportunities

- There is a need for historical sites and education in the community
- Adolfo Camarillo has strong brand equity and a legacy
- Greater outreach into the community
- New populations of visitors
- Adopt technology solutions to accomplish more
- Partner with schools county-wide
- Santa Night – discount offered in the gift shop
- Staff training
- Engagement of the docents
- Be flexible to take advantage of opportunities when they arise
- Clarify rules and routines
- Clarify volunteer opportunities and expectations
- Addressing challenges (e.g., establishing role clarity and protocols for who is responsible for making which decisions and to whom information should be disseminated)

Threats, Challenges and Constraints

- A lack of adaptive leadership (ability to adapt to change)
- Changes in the demographics of the community
- Competition
- Decrease in weddings
- Aging property
- Reputational risks
- Critics in the community
- Perceptions of docents as aging
- Regulatory policy
- Need for a broader base of support
- Understanding the ongoing responsibility of maintaining a large property with aging infrastructure (through the implementation of the *Reserve Study* plan)
- Being financially sustainable;
Finding a mission-based balance between site rental and public access/tours



2018 BOARD MEETING CALENDAR

The 2018 calendar was approved at the December 5, 2017 meeting of the CRF Board of Directors. Regular monthly board meetings take place in the Camarillo Ranch Conference Room on the first Tuesday of the month at 6:30pm, unless otherwise noted. This calendar includes regular CRF board meetings and two bi-annual retreats.

Tuesday, February 6

Tuesday, March 6

Tuesday, April 3

Saturday, April 21 (Retreat from 8am-2pm)

Tuesday, May 1

Tuesday, June 5

Tuesday, July 10

Rescheduled to second Tuesday of the month due to holiday.

Tuesday, August 7

Second Tuesday, September 11

Rescheduled to second Tuesday of the month due to holiday.

Tuesday, October 2

Tuesday, November 6

Tuesday, December 4



Camarillo Ranch Foundation, Inc. Executive Committee Minutes

January 23, 2018– 4:00 p.m.
Camarillo Ranch – Stable Conference Rom
201 Camarillo Ranch Road
Camarillo, CA 93012

1. **Call to Order** – Charles Devlin called the meeting to order at 4:00 p.m.
2. **Present** - Charles Devlin, Michael Drews, Karen Prough, David Schlangen, Ellen Smith, Marissa Elkins, Marty Daly **Absent** -
3. **Next Meetings** - every month on the 4th Tuesday at 4:00 p.m.
4. **Public Comments**
5. **Unfinished Business**
 - a. Developed Strategic Plan draft for “First Reading” by the Board
 - b. Discussed staff report and analysis of 2017 Christmas at the Ranch
6. **New Business**
 - a. Developed agenda for February Board meeting
 - b. Discussed Auditors’ recommendations and meeting with the City
 - c. Developed plans upcoming Executive Committee meetings: Governance model description, review of Board Policies, quarterly meetings with committee chairs regarding Strategic Plan
7. **Reports**
 - a. Updates from Chief Executive Officer and Chief Financial Officer
8. **Human Resources** -
 - a. Reviewed proposed staff organization chart and Employee Handbook revisions
9. **Adjournment - 6:00 p.m.**

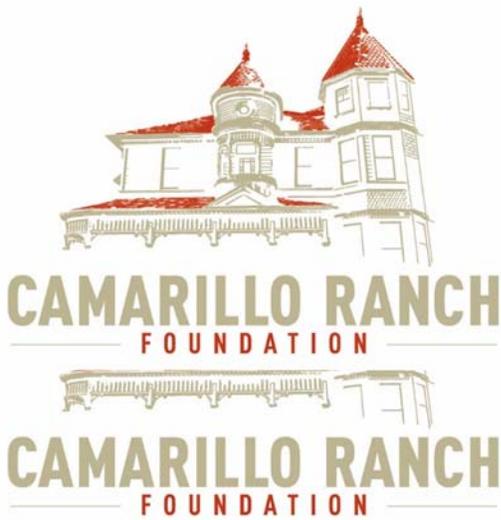
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City Clerk, City of Camarillo

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Camarillo Ranch Foundation, Inc. Education and Legacy Minutes

January 8, 2018
Camarillo Ranch – Stable Conference Room
201 Camarillo Ranch Road
Camarillo, CA 93012

1. **Call to Order** –Karen Prough
2. **Present:** Maggie Solorzano-Hamilton, Marissa Lopez-Elkins, Ellen Smith, Gerry Olsen, Karen Prough
3. **Minutes** – No meeting in December
4. **Next Meeting** – Monday, February 12 @ 3:30
5. **Public Comments-** None
6. **Unfinished Business** – Maggie gave an update on current accessions. Gerry gave a brief update on Speaker’s Bureau.
7. **New Business**
 - a. Maggie led a discussion on her goals for the next 18 months. Her immediate goal is to prepare a master calendar of all Program/Volunteer events for the next 18 months. The Education and Legacy Committee wants to work with Maggie and support these goals. A top priority for our committee is to maintain and develop recruitment procedures/activities for new docents.
 - b. Maggie shared an idea for the Meadowlark grant which would be the addition of a virtual tour of the house and grounds. This would be for people who cannot visit the house, it would enable more people to view various parts of the property.
 - c. There was a discussion of the three appreciation events: Gala, donor thank you, and volunteer brunch. Staff is going to look at this and bring a recommendation back to the February meeting.
 - d. Maggie is going to develop a list of groups who might provide student support for various activities at the ranch. It will be shared at the board meeting to request members to share connections they might have with those groups.
 - e. Marissa and Maggie discussed the need for CRF to know our “why” when we ask for financial support. Some ideas discussed were: virtual tours, teaching trunks, oral narratives, photo archives and teaching TV. A structure will need to be developed as well as budget.
8. **Adjournment:** 5:00

Future Agenda Items:

- a. Revisit the charts developed at our November meeting to help prioritize and blend the information with Maggie's goals for the next 18 mont

Camarillo Ranch Foundation
Profit & Loss Prev Year Comparison
 July through November 2017

	Nov 17	Jul - Nov 17	Jul - Nov 16	\$ Change	% Change
Ordinary Income/Expense					
Income					
101 - Site Rentals	63,701.25	268,142.24	273,632.00	-5,489.76	-2.01%
100 - Foundation Other Income	3,259.00	10,936.00	6,406.23	4,529.77	70.71%
200 - Fund Development Income	6,051.00	19,126.00	30,456.74	-11,330.74	-37.2%
300 - Foundation Events Income	7,300.45	52,086.14	35,573.79	16,512.35	46.42%
400 - Foundation Program Income	392.00	9,986.50	20,227.84	-10,241.34	-50.63%
Total Income	80,703.70	360,276.88	366,296.60	-6,019.72	-1.64%
Cost of Goods Sold					
1300 - Site Rental Expense	884.84	1,770.57	983.67	786.90	80.0%
1200 - Fund Development Expenses	1,026.64	3,433.46	13,639.78	-10,206.32	-74.83%
1100 - Foundation Programs	2,869.99	8,878.00	20,028.88	-11,150.88	-55.67%
1000 - Foundation Events	18,433.23	33,560.87	21,909.79	11,651.08	53.18%
Total COGS	23,214.70	47,642.90	56,562.12	-8,919.22	-15.77%
Gross Profit	57,489.00	312,633.98	309,734.48	2,899.50	0.94%
Expense					
Void Checks	0.00	0.00	0.00	0.00	0.0%
Operation Expenses					
500 - Utilities	6,070.50	25,176.41	24,013.76	1,162.65	4.84%
600 - Grounds & Maintenance	4,357.45	17,299.97	14,036.46	3,263.51	23.25%
700 - Office Administration	6,180.60	41,877.71	59,255.87	-17,378.16	-29.33%
800 - Insurance	3,061.83	11,749.53	16,580.53	-4,831.00	-29.14%
900 - Board Expenses	485.45	2,649.69	1,056.26	1,593.43	150.86%
1400 - Staff Expenses	663.57	9,908.25	2,400.63	7,507.62	312.74%
Total Operation Expenses	20,819.40	108,661.56	117,343.51	-8,681.95	-7.4%
1500 - Labor Expenses	35,340.94	174,829.68	183,524.58	-8,694.90	-4.74%
1600 - Benefits	4,482.60	18,788.10	11,711.19	7,076.91	60.43%
1700 - Professional Fees	4,698.86	25,292.87	13,212.08	12,080.79	91.44%
Total Expense	65,341.80	327,572.21	325,791.36	1,780.85	0.55%
Net Ordinary Income	-7,852.80	-14,938.23	-16,056.88	1,118.65	6.97%
Other Income/Expense					
Other Income					
103 - Interest/Dividend Income	0.00	13.48	4,773.31	-4,759.83	-99.72%
Total Other Income	0.00	13.48	4,773.31	-4,759.83	-99.72%
Net Other Income	0.00	13.48	4,773.31	-4,759.83	-99.72%
	-7,852.80	-14,924.75	-11,283.57	-3,641.18	-32.27%

Camarillo Ranch Foundation
Profit & Loss Prev Year Comparison
 July through December 2017

	<u>Dec 17</u>	<u>Jul - Dec 17</u>	<u>Jul - Dec 16</u>	<u>\$ Change</u>	<u>% Change</u>
Ordinary Income/Expense					
Income					
101 · Site Rentals	19,900.00	288,042.24	317,744.50	-29,702.26	-9.35%
100 · Foundation Other Income	2,955.00	13,891.00	7,173.23	6,717.77	93.65%
200 · Fund Development Income	22,821.20	41,947.20	35,364.74	6,582.46	18.61%
300 · Foundation Events Income	5,963.25	58,049.39	37,613.17	20,436.22	54.33%
400 · Foundation Program Income	6,628.74	16,615.24	29,193.06	-12,577.82	-43.09%
Total Income	<u>58,268.19</u>	<u>418,545.07</u>	<u>427,088.70</u>	<u>-8,543.63</u>	<u>-2.0%</u>
Cost of Goods Sold					
1300 · Site Rental Expense	200.00	1,970.57	983.67	986.90	100.33%
1200 · Fund Development Expenses	384.47	3,817.93	13,781.68	-9,963.75	-72.3%
1100 · Foundation Programs	2,035.12	10,562.13	26,117.08	-15,554.95	-59.56%
1000 · Foundation Events	3,009.85	36,570.72	23,866.70	12,704.02	53.23%
Total COGS	<u>5,629.44</u>	<u>52,921.35</u>	<u>64,749.13</u>	<u>-11,827.78</u>	<u>-18.27%</u>
Gross Profit	52,638.75	365,623.72	362,339.57	3,284.15	0.91%
Expense					
Void Checks		0.00	0.00	0.00	0.0%
Operation Expenses					
500 · Utilities	3,568.82	28,745.23	28,936.61	-191.38	-0.66%
600 · Grounds & Maintenance	3,554.81	20,854.78	17,279.41	3,575.37	20.69%
700 · Office Administration	10,317.90	52,195.61	66,405.59	-14,209.98	-21.4%
800 · Insurance	591.33	12,340.86	17,246.78	-4,905.92	-28.45%
900 · Board Expenses	199.80	2,849.49	1,070.74	1,778.75	166.12%
1400 · Staff Expenses	65.17	9,973.42	3,413.09	6,560.33	192.21%
Total Operation Expenses	<u>18,297.83</u>	<u>126,959.39</u>	<u>134,352.22</u>	<u>-7,392.83</u>	<u>-5.5%</u>
1500 · Labor Expenses	35,050.43	209,880.11	233,067.37	-23,187.26	-9.95%
1600 · Benefits	3,120.87	21,908.97	17,015.31	4,893.66	28.76%
1700 · Professional Fees	2,743.65	28,036.52	16,576.06	11,460.46	69.14%
Total Expense	<u>59,212.78</u>	<u>386,784.99</u>	<u>401,010.96</u>	<u>-14,225.97</u>	<u>-3.55%</u>
Net Ordinary Income	-6,574.03	-21,161.27	-38,671.39	17,510.12	45.28%
Other Income/Expense					
Other Income					
103 · Interest/Dividend Income		13.48	6,956.62	-6,943.14	-99.81%
Total Other Income		<u>13.48</u>	<u>6,956.62</u>	<u>-6,943.14</u>	<u>-99.81%</u>
Net Other Income		<u>13.48</u>	<u>6,956.62</u>	<u>-6,943.14</u>	<u>-99.81%</u>
Net Income	<u><u>-6,574.03</u></u>	<u><u>-21,147.79</u></u>	<u><u>-31,714.77</u></u>	<u><u>10,566.98</u></u>	<u><u>33.32%</u></u>

Camarillo Ranch Foundation
Balance Sheet Prev Year Comparison
As of November 30, 2017

	<u>Nov 30, 17</u>	<u>Nov 30, 16</u>	<u>\$ Change</u>	<u>% Change</u>
ASSETS				
Current Assets				
Checking/Savings				
10-01 · Rabobank - Checking #8726	83,538.24	29,291.48	54,246.76	185.2%
10-02 · Petty Cash	60.00	50.00	10.00	20.0%
10-04 · Rabobank-Gift Shop 2933	334.72	484.72	-150.00	-30.95%
10-03 · Edward Jones Cap. Expend	2,497.00	5,000.00	-2,503.00	-50.06%
Total Checking/Savings	<u>86,429.96</u>	<u>34,826.20</u>	<u>51,603.76</u>	<u>148.18%</u>
Accounts Receivable				
1020 · A	0.00	-8,267.00	8,267.00	100.0%
Total Accounts Receivable	<u>0.00</u>	<u>-8,267.00</u>	<u>8,267.00</u>	<u>100.0%</u>
Total Current Assets	<u>86,429.96</u>	<u>26,559.20</u>	<u>59,870.76</u>	<u>225.42%</u>
Fixed Assets				
15-01 · Fixed Assets	149,051.48	107,117.92	41,933.56	39.15%
Total Fixed Assets	<u>149,051.48</u>	<u>107,117.92</u>	<u>41,933.56</u>	<u>39.15%</u>
Other Assets				
16-01 · Other Assets	319,766.21	400,347.48	-80,581.27	-20.13%
Total Other Assets	<u>319,766.21</u>	<u>400,347.48</u>	<u>-80,581.27</u>	<u>-20.13%</u>
TOTAL ASSETS	<u><u>555,247.65</u></u>	<u><u>534,024.60</u></u>	<u><u>21,223.05</u></u>	<u><u>3.97%</u></u>
LIABILITIES & EQUITY				
Liabilities				
Current Liabilities				
Other Current Liabilities	36,379.12	33,516.00	2,863.12	8.54%
Total Current Liabilities	<u>36,379.12</u>	<u>33,516.00</u>	<u>2,863.12</u>	<u>8.54%</u>
Total Liabilities	<u>36,379.12</u>	<u>33,516.00</u>	<u>2,863.12</u>	<u>8.54%</u>
Equity				
11-01 · Unrestricted (Retained Earnings)	524,857.44	513,090.63	11,766.81	2.29%
11-03 · Designated Funds- Meadowlark	8,407.08	2,694.66	5,712.42	211.99%
11-05 · Designated Funds - Bridal Suite	0.00	-4,521.88	4,521.88	100.0%
11-06 · Designated Funds-Conf Room Ren	528.76	528.76	0.00	0.0%
Net Income	<u>-14,924.75</u>	<u>-11,283.57</u>	<u>-3,641.18</u>	<u>-32.27%</u>
Total Equity	<u>518,868.53</u>	<u>500,508.60</u>	<u>18,359.93</u>	<u>3.67%</u>
TOTAL LIABILITIES & EQUITY	<u><u>555,247.65</u></u>	<u><u>534,024.60</u></u>	<u><u>21,223.05</u></u>	<u><u>3.97%</u></u>

Camarillo Ranch Foundation

Balance Sheet Prev Year Comparison

As of December 31, 2017

	<u>Dec 31, 17</u>	<u>Dec 31, 16</u>	<u>\$ Change</u>	<u>% Change</u>
ASSETS				
Current Assets				
Checking/Savings				
10-01 · Rabobank - Checking #8726	64,457.70	52,027.59	12,430.11	23.89%
10-02 · Petty Cash	60.00	50.00	10.00	20.0%
10-04 · Rabobank-Gift Shop 2933	334.72	484.72	-150.00	-30.95%
10-03 · Edward Jones Cap. Expend	1,822.00	50,001.44	-48,179.44	-96.36%
Total Checking/Savings	<u>66,674.42</u>	<u>102,563.75</u>	<u>-35,889.33</u>	<u>-34.99%</u>
Accounts Receivable	0.00	-1,725.00	1,725.00	100.0%
Total Current Assets	<u>66,674.42</u>	<u>100,838.75</u>	<u>-34,164.33</u>	<u>-33.88%</u>
Fixed Assets				
15-01 · Fixed Assets	149,051.48	105,011.02	44,040.46	41.94%
Total Fixed Assets	<u>149,051.48</u>	<u>105,011.02</u>	<u>44,040.46</u>	<u>41.94%</u>
Other Assets				
16-01 · Other Assets	319,766.21	302,119.06	17,647.15	5.84%
Total Other Assets	<u>319,766.21</u>	<u>302,119.06</u>	<u>17,647.15</u>	<u>5.84%</u>
TOTAL ASSETS	<u><u>535,492.11</u></u>	<u><u>507,968.83</u></u>	<u><u>27,523.28</u></u>	<u><u>5.42%</u></u>
LIABILITIES & EQUITY				
Liabilities				
Current Liabilities				
Accounts Payable	0.00	4,158.06	-4,158.06	-100.0%
Other Current Liabilities	22,846.62	27,891.43	-5,044.81	-18.09%
Total Current Liabilities	<u>22,846.62</u>	<u>32,049.49</u>	<u>-9,202.87</u>	<u>-28.72%</u>
Total Liabilities	<u>22,846.62</u>	<u>32,049.49</u>	<u>-9,202.87</u>	<u>-28.72%</u>
Equity				
11-01 · Unrestricted (Retained Earnings)	524,857.44	508,932.57	15,924.87	3.13%
11-03 · Designated Funds- Meadowlark	8,407.08	2,694.66	5,712.42	211.99%
11-05 · Designated Funds - Bridal Suite	0.00	-4,521.88	4,521.88	100.0%
11-06 · Designated Funds-Conf Room Ren	528.76	528.76	0.00	0.0%
Net Income	<u>-21,147.79</u>	<u>-31,714.77</u>	<u>10,566.98</u>	<u>33.32%</u>
Total Equity	<u>512,645.49</u>	<u>475,919.34</u>	<u>36,726.15</u>	<u>7.72%</u>
TOTAL LIABILITIES & EQUITY	<u><u>535,492.11</u></u>	<u><u>507,968.83</u></u>	<u><u>27,523.28</u></u>	<u><u>5.42%</u></u>



Camarillo Ranch Foundation, Inc.

Finance Committee

January 15, 2018

Camarillo Ranch – Stable Conference Room

201 Camarillo Ranch Road

Camarillo, CA 93012

Attendees

Chairman: Mike Drews, Charles Devlin, Martin Shum, Bruce Furhman

Also in Attendance: Martin Daly, Marissa Elkins and Sandy Nirenberg

Absent: \

Scribe

Martin Daly

Agenda

Meeting started at 4:30 PM Sandy Nirenberg, new Board Member was visiting guest.

No Public Comment:

No Committee

Comments:

REVIEW OF FINANCIAL STATEMENTS:

The committee reviewed the financial statements as of December 31, 2017 and accepted the financial statements as submitted. The six-month financials as of December 31st reflected an operating loss YTD of \$21.148 which was a \$10,600 improvement over the same period last year.

There was, once again, discussion regarding the seasonality of the Foundations income each year and why we show negative income some months and other months we show profits. Though December was expected to be better in Gross income, the number of Site Tours and related contract signing was greatly reduced, in part by the effects of the Thomas Fire.

There was an extensive discussion regarding the current auditing firms preliminary ruling on "Revenue Recognition according to G.A.A.P". The committee is not in agreement with the new firm and further discussion will be held with the firms Senior Partner and City Officials in light that the annual audit is generated by the City. What the current Auditing Firm is suggesting would be a complete reversal of "Revenue Recognition" which has never been questioned by any of the previous Auditors and could require a major cost for a restatement of the financial statements. It was determined that the C.E.O. would contact City Officials to arrange a joint meeting with all parties concerned.

REPORTS: Martin Daly reported that Derik Drews had refurbished nine of our eighteen benches for his Boy Scouts Eagle Project during the month of December. It was estimated that Derik and the other scouts involved in this project spent approximately 125 man-hours on this one project and they did a great job.

OPERATIONS: Marty advised the committee on various projects that need to be undertaken and the preliminary estimates of each. Those projects were:

Improved Landscaping and lawn care	\$6,300
Repair of leak in "cistern" fountain	\$3,000 (average of two bids)
Repair of A/C unit upstairs in home	\$700
Gazebo: Termite Tenting, repair, Painting and repair	\$6,000
Picnic Table Refurbishing	In house project

The F.C. authorized the expenditure of up to \$6,500 to be used as staff deemed priorities.

**Next Meeting Third Monday
February 19, 2018 @ 4:30**

Adjournment

Meeting adjourned at 6:13 PM



Camarillo Ranch Foundation, Inc. **Minutes – Fund Development Committee** **Meeting**

January 9, 2018 at 4:00PM
Camarillo Ranch – Stable Conference Room
201 Camarillo Ranch Road
Camarillo, CA 93012

1. **Call to Order** – Karen King, Chairperson called the meeting to order at 4:08 p.m.
2. **Present** – Pete Ellermann, Shirley Honour
Absent – All members present
3. **Next Meeting** – February 13, 2017 in the Camarillo Ranch Conference Room.
4. **Comments:** The committee met to discuss “Thank You” call feedback from the December 2017 board meeting and the future of the committee:
 - a. FDC has not received any additional “Thank You” call lists from Visionality. The committee is concerned that year end 2017 donors have not been recognized for contributions made.
 - b. The committee discussed the reaction of the Executive Committee meeting minutes instructing ;
 - *“Thank you” Calls-EC agreed that “Thank you” calls should be done by all Board Members willing to make calls, rather than just the Fund Development Committee Members”*
 - *Action Item: Charles to inform Board/Fund Development Committee at next Board Meeting.*
 - c. The committee discussed the level of support for the need of a Fund Development Committee.
5. **Unfinished Business**
 - a. Scholarships
 - b. College support
 - c. Ask Development
 - d. Marketing Partnerships in the community
 - e. Mobile Donating/Giving
6. **New Business**
 - a. None
7. **Reports**

- a. No reports were prepared or reviewed
- 8. Adjournment** - Karen King, Chairperson adjourned the meeting at 4:36p.m.



Camarillo Ranch Foundation, Inc. Board Development Committee Meeting Minutes

December 11, 2017 – 4:30 P.M.
Camarillo Ranch Conference Room
201 Camarillo Ranch Road
Camarillo, CA 93012

6th Meeting

671883072. **Call to Order** – David Schlangen called the meeting to order at 4:35 P.M.

Present – Board Members – David Schlangen, Bruce Fuhrman, Katy Strang and Gerry Olsen

Also present – N/A

Absent: Chief Executive Officer Martin Daly and Chief Operations Officer Marissa Lopez Elkins

671883073. **Approving Past Minutes** – Motion by Gerry Olsen with a Second by Bruce Fuhrman. Accepted unanimously.

671883074. **Next Meeting** – February 12, 2018, at 4:30 PM, in the Camarillo Ranch Conference Room (Second Monday of Each Month). Committee will not be meeting in January 2018.

671883075. **Comments** –

- a. Public: None
- b. Board: None

671883076. **Unfinished Business** –

- **Orientation Package** – Committee Members were updated that the Orientation Package is almost finished and committee members will be provided package in January 2018 for their review at February 2018 Board Development Meeting. Plan is to provide Orientation Package to entire board at March 2018 Board Meeting for approval (excluding Strategic Plan which is still being developed). Committee will update Orientation Package periodically during the next year.
- **Self-Assessment Survey** – All current Board Members provided feedback to the self-assessment survey and committee to concentrate on the following questions:
 - #2, #8, #14, #16, #17 and #24 (Questions center around the creation of a Strategic Plan and an Orientation Package)

Action Item: David Schlangen to present each question and percent outcomes at the February Board of Directors Meeting, along with survey result handouts to all that request them.

671883077. **New Business –**

- **Future Board Development Goals** – Committee Members discussed opportunities that Board of Directors can do to have “continuing education” on how to become better board members. Committee will review different opportunities and provide them to the Board. These opportunities include:
 - Ted Talks
 - Non-Profit Workshops
 - Off-line Research for Board Members
 - Etc.

671883078. **Reports** – N/A.

671883079. **Adjournment** – David Schlangen adjourned the meeting at 5:27 P.M.

Committee Approval Date: February 12, 2018

Future Agenda Topics:

1. Additional Board Development Committee goals
2. “Continuing Education” opportunities for Board Members
3. Discuss Board Member Openings (Profession, etc.)* Ongoing Agenda Item
4. Outline policy for requesting new board members to City Council