



Camarillo Ranch Foundation, Inc.
Board of Directors Meeting
AGENDA

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

243rd Meeting

“Preservation, Education, Restoration”

1. **Call to Order** – David Schlangen
2. **Minutes** – Action to approve the minutes of the meeting held February 6, 2018
3. **Next Meeting** - April 3, 2018
4. **Comments**
 - a. Chair appoints Gerry Olsen as Secretary for this meeting
 - b. Public Comments regarding items not on the agenda.
 - Docents Representative
 - b. Board President
 - c. Board/Council Member Comments
5. **Unfinished Business**
 - a. Action to approve recommendations for 2018 Christmas at the Ranch
6. **New Business**
 - a. Second reading of the CRF Strategic Plan 2018-20 (David Schlangen)
 - b. First reading By-Law changes (Martin Daly)
 - c. Nominations Task Force Recommendations (David Schlangen)
 - d. Board Self Evaluation Survey (David Schlangen)
 - e. Board Discussion on April Retreat (David Schlangen)
7. **Reports**
 - a. Chief Executive Officer - Martin Daly
 - b. Chief Operations Officer – Marissa Lopez Elkins

- c. Executive Committee - Charles Devlin
- b. Education & Legacy Committee - Karen Prough/Ellen Smith
- c. Finance Committee - Michael Drews
- d. Fund Development Committee - Karen King
- e. Board Development Committee - David Schlangen

8. **Closed Session** - None

9. **Human Resources** - None

10. **Adjournment**

Future Agenda Items:

Policies: new accounts, record retention

Updated board policies - distribute

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	DARK
Docents Committee	Second Thursday	4:15 p.m.
Finance Committee	Third Monday	4:30 p.m.
Executive Committee	Fourth Tuesday	4:00 p.m.

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

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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)



Camarillo Ranch Foundation, Inc. Minutes - Board of Directors Meeting

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

242nd Meeting

1. **Call to Order** – President 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, Shirley Honour, Karen King, Sandy Nirenberg, Gerry Olsen, Karen Prough, and Katy Strang. Also present - Liaison Council Members – Charlotte Craven and Mike Morgan. Others present Chief Executive Officer Martin Daly, Chief Operations Officer Marissa Lopez Elkins, and Docent President, Betty Addeig.

Absent: Martin Shum, Susana Reeder
2. **Minutes** – The board unanimously approved the minutes of the December 5, 2017 meeting as corrected.
3. **Next Meeting** – March 6, 2018 in the Camarillo Ranch Conference Room.
4. **Comments**
 - a. Betty Addieg, Docent President, reported that 2,041 guests attended Santa Nights in December 2017. She stated that there are 14 upcoming School Tours scheduled and four new School Tour Docents have come on board.
 - b. Charles Devlin congratulated David Schlangen for being recognized as Volunteer of the Year and thanked the executive staff for their accomplishments despite current staffing vacancies. He commented on the service project of Eagle Scouts, supported by Michael Drews, to refinish many of the wooden benches on the grounds. Finally, he reminded board members to submit their Form 700s to the City Clerks office.
 - c. Karen Prough shared a photo spread about weddings at the Ranch in the Acorn-Beyond. Martin Daly and Gerry Olsen made presentations about the Ranch to the New Comers Club of Camarillo the Optimists Club.
5. **Unfinished Business**
 - a. Christmas at the Ranch - Marissa Elkins presented a report that analyzed data and summarized strengths and opportunities of the 2017 event. She will update the report to incorporate board member input.
 - b. Board member orientation packet - David Schlangen reported that the orientation package for new board members will be ready for board review next month. He also reported that the board survey highlighted several themes including interest in clarifying strategic plan priorities.

- c. Camarillo Ranch Foundation Strategic Direction 2018-2020 - Charles Devlin presented a the draft document for a first reading by the board. Comments and suggestions by board members will be incorporated into the document prior to a second reading by the board.

6. New Business

- a. Change of meeting date - On a motion by Gerry Olsen, the board took unanimous action to change the regular board meeting date from Tuesday May 1 to Tuesday May 8, 2018 in order to avoid a conflict with a City Council event.
- b. Nomination Task Force - David Schlangen asked for volunteers to assist with the development of a slate of candidates for the CRF election of officers.

7. Reports

- a. Chief Executive Officer – Martin Daly reported that budget benchmarks are similar to the same point in time last year. He summarized the status of grounds improvement projects and progress toward staffing reorganization.
 - b. Chief Financial Officer – Marissa Elkins reported on the upcoming Wedding Showcase, program department goals and participation in the Center for Non Profit Leadership training programs.
 - c. Executive Committee - Charles Devlin reported that the committee has been working on the Strategic Plan draft and will begin meeting with committee chairs on a quarterly basis to focus on organizational goals.
 - d. Education and Legacy Committee - Karen Prough reported that the committee is working closely with the Programs Manager to mutually support implementation of projects. Priorities include a plan for sustainable docent recruitment and to develop technology based materials that will increase access to information about the Ranch.
 - e. Finance Committee – Michael Drews summarized budget revenues and expenditures to date, discussed the auditors recommendations and reported on a recent meeting with the City Manager.
 - f. Fund Development Committee - Karen King stated that the committee will be dark until the Task Force outlines a charge statement and expectations.
8. **Closed Session** – Public Employee Performance Evaluation, Gov. Code 54957.6

Title: Chief Executive Officer

The board convened in closed session at 8:05 p.m and returned to open session at 8:18 p.m. No action was taken.

9. Human Resources - None

10. Adjournment- Charles Devlin adjourned the meeting at 8:18 p.m.

Ellen Smith, Secretary

Board Approval: March 6, 2018

Updated 1/23/2018

Updated 2/9/18 = Bruce Suggestion



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

Pending approval of Board of Directors at the
March 2018 meeting

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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.

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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 providing every 3rd grader in Camarillo 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. The educational experience will also be upgraded for both children and adults to ensure that people's various learning styles (e.g., visual, aural, read and experiential/kinesthetic) are taken into consideration (e.g., large timeline placards, interactive features, etc.). 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 (e.g., videos created by docents that capture their knowledge and experiences; signage being visible from the freeway; outreach to tourists interested in historic sites, etc.). Because the timeframe of 2030 is 13 years into the future, the technology for communication should remain current (meaning new technology will have been invented over this period and cannot be detailed at this time). CRF may consider forming a speaker's bureau utilizing volunteers in a capacity to expand outreach to more civic and community groups. (largely made up of board members, former board members and docents) as a means of reaching out to more civic and community groups.
- Government Relations: Through ongoing reporting and regular engagement with the City of Camarillo Council, 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 25-City Agreement. Keep abreast of and adhere all relevant regulations at the federal, state and local levels. future agreements

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- **Financial Sustainability:** CRF would be financially sustainable with a leveraged diversified portfolio of philanthropic and earned revenue. 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 site, as well as increase awareness of our mission through expanded access to historic content and resources through innovative use of technology. and be open to the public on more days each week.
- **Board Development:** CRF will have a Board of Directors representing made up of diverse background and skill sets. Board the diversity of the community and possess the skills and connections needed to be successful and that all board members will understand the various layers of government regulations governing its work at the city, state and federal levels; including the Brown Act, and understand their roles and CRF governance structure.; and are structure to perform those roles. This extends to board committees understanding how CRF's structure impacts the work of each committee.
- **Volunteer Outreach and Engagement and Community Engagement:** CRF will continue to have a strong volunteer and decent 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 people volunteers are welcomed incentivized to join and share their talents on a regular basis.

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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.

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

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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 interested partiesboard members to ensure consensus on retreat goals and outcomes. Convenes 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. Questioned if last sentence is necessary

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Short and ~~Long Term~~ 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 Council 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 -and 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:** Working in conjunction with the Board Development Committee, create a list of all existing policies (i.e., name of policy, key provisions, date of policy approval) and review periodically for awareness and current relevance. Change policies through approval of the Board of Directors when warranted and within their purview (as policy may require changes by the City Council, City of Camarillo). Have the board secretary have access to this policy listing at all board meetings. 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.

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Long Term Goals

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

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.~~
- ~~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.

- Delegates tasks as appropriate to committees, management and staff.
- Is actively engaged during emergency situations to ensure to the extent possible the preservation of Camarillo Ranch and its environs.
- 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 recommends any adjustments to compensation and benefits.
- Facilitates, supports and monitors the work of Committees in advancing and implementing strategic goals.

Finance Committee

Vision: Ensures financial transparency, technical accuracy, and correctness of the reporting of financial information to the board and public, ~~on a periodic basis.~~

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Short and ~~Long Term~~ Long-Term Goals

Short Term Goals

- ~~Incorporates work assigned to the previously existing Operations Committee into the work of the Finance Committee (e.g., human resources, technology and systems development).~~
- Obtains unqualified audit report. Suggest "Reviews and Co=ordinates audit"
- Develop a multi-year budget that incorporates earned income from site rental, fundraising, grants and other sources of revenue.
- ~~Determine if the chart of accounts and/or fund management system can track revenue and expenses by the same categories as outlined in this report.~~
- ~~In conjunction with work on Facilities, integrate CRF related expenses around the implementation of the Reserve Study plan into a multi-year budget.~~
- Develop a process for cash flow projections.
- Establish a two-year budget forecast.

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Long Term Goals

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

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- ~~Determine whether donors have an expectation of that their contributions have been either temporarily restricted funds or permanently restricted funds (in essence dedicated reserves) and how those items appear on the balance sheet.~~

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General Responsibilities

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

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- ~~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 assets.~~
- ~~Arranges 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.~~
- ~~Recommends to the board the investment or disposition of funds and reports on a regular basis the condition of such investments.~~

- ~~Reports to the board other financial matters as deemed appropriate by the board.~~
- ~~Working with the Board Development Committee, ensures that all board members have sufficient understanding of finance and accounting to understand the financial situation of the organization.~~
- ~~Reviews personnel policies on an as needed basis, no less than every two years.~~
- ~~Develops an overall compensation philosophy for the organization and compensation grades and benefits consistent with that philosophy.~~

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 from a working board to~~ a governance board.

Short and ~~Long Term~~ 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. complete the application of the City of Camarillo necessary for being considered for appointment to the CRF board.~~
- ~~Continue 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.~~ Feels this is not board development responsibility
- Refine process and materials for board member orientation or onboarding. ~~Balance providing written documents, covering the critical aspects of the documents and meeting people. Develop a mentoring component.~~
- 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.
- ~~Working in conjunction with the Executive Committee, 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. ~~Determine if such an assessment should be completed annually.~~
- ~~Prepare Recruit and prepare current Board members to become mentors to new Board members.~~ He feels this is in place

Long Term Goals

- ~~Systematize the processes outlined above.~~
 - ~~Identify individuals that would be strong board members and encourage them to submit an application to the City of Camarillo for such consideration. Provides assistance to such candidates in completing the application, having a copy of the application, being able to guide them through the process and working with council members on the interest of such candidates. Ensures that the CEO and Board President have been briefed on the candidate list.~~

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.~~

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Fund Development Committee

Vision: Develops and implements sustainable a revenue model with detailed strategies sufficient to grow GRF'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 in order 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 make adjustments 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 and 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 giving, 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 is capable of supporting 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 these 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 similar to 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.

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.

Patty's Questions: From previous iterations of CRF committee goals, I am just double checking whether these items should be incorporated into this description of the work of the Education & Legacy Committee:

~~From 2/4/17 Board Retreat — PO Note: Not clear if these are still considered to be goals. If not the 2/4/17 document should be updated. Language is similar in some cases—ideally the documents would use similar language.~~

Programs/Education

~~● Overall Tours and Education~~

- ~~○ As the offerings (e.g., days open, number and type of tours) expand, recruit and train additional docents.~~

~~● School Tours~~

- ~~○ Develop a School Tour Docent Guide.~~
- ~~○ Evaluate school standards and curriculum to determine how school tours could more closely reinforce those standards.~~
- ~~○ Review the school tour experience to determine more varied ways in which 3rd graders learn can be incorporated (e.g., visual, aural, read and experiential). Identify resources to assist with this work such as students from Cal State University—Channel Islands.~~

~~● Visitor Education/Experience~~

- ~~○ Evaluate the onsite experience to determine more ways in which people of all ages learn can be incorporated.~~
- ~~○ Add more opportunities to experience the facility in a virtual manner (e.g., robustness of website, virtual tours, etc.) in order to make the facility more accessible to people who may not be able to visit it in person.~~
- ~~○ Involve docents in the development of new learning materials.~~

Volunteers/Docents

~~● Engagement:~~ Develop short and long term strategies for the recruitment, training and retention of docents.

~~● Policies and Procedures:~~ Complete the development of a volunteer manual. Develop policies and procedures for the work of volunteers and docents including who is responsible, who needs to be consulted and who needs to be informed of specific types of work and/or changes. Create and/or update job descriptions for key docent roles. Determine how volunteers/docents will be made aware of policies and procedures, method for ensuring policies and procedures are followed (e.g., branding principles applied to volunteer newsletter) and how to handle exceptions (i.e., policies not being followed).

~~● Evaluation:~~ Develop processes for evaluating the involvement of docents and volunteers including recruitment, retention, satisfactions and adherence to established protocols. Make adjustments as warranted.

~~● Key Volunteer Position:~~ Create a job description for the Volunteer Curator and set up the position as the “go to” person questions.

Preservation/Curatorial Work

- ~~Curatorial Duties: Define the role of a volunteer curator (e.g., scope of responsibilities, time requirements, etc.) and determine if any of the current docents could fill the role and determine interest.~~
- ~~Preservation Protocols: Establish protocols for how preservation and curatorial work is completed. As part of the process, develop guidelines for how decisions are made that impact more than one aspect of the organization (e.g., creating a bridal suite beneficial to wedding site rental and fidelity to preservation).~~
- ~~Accession: Review and update as necessary the current process for accession; develop a policy or protocol describing the accession process.~~
- ~~Object Inventory: Complete an inventory of all items onsite outlining its history, significance, nature of contribution, acquisition and other key facts along with a photo of the item.~~

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 for docent recruitment and training, digitizing archives, completing an audio tour of grounds, and completing a video of docents' stories of the Ranch and Family 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 Speaker's Bureau 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. Explores possibilities for connecting with the Camarillo High School Agriculture Program.
- ~~Develops relationships with CSUCI to expand opportunities for interns and historical studies.~~
- Researches scholarship feasibility and options.

Funding Needs (See Short Term)

Docent recruitment and training

Digital Archives

Audio Tour of Grounds

Video of Docents' Stories of the Ranch and Family

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General Responsibilities

Works with CEO 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. Accessions handled by volunteer curator/archivist.~~

Patty Comment: I am not certain this language is as nuanced as needed. If the second bullet point includes docents, my sense would be that docents are involved in the screening and on-boarding of new docents. In some of the earlier versions the

Also, some additional language may be need to differentiate the role of the committee and staff members such as the new Programs Manager.

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

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 and 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.

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
- Decent 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

Appendix: WHY

- 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

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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. “DEFINITION NOT REQUIRED”

Strengths

- Strong financial position
- Improved image in the community
- Strong board engagement, diverse with term limits

- Goal orientation with strong follow-through
- Collaborative leadership with the docents and volunteers
- 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
- Registered California historic site with iconic recognition

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 not true
- Rigidity Aging 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) confusing

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 **NOT TRUE**
- Aging property
- Reputational risks **A GIVEN**
- Critics in the community
- Perceptions of docents as **ARE 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 Studyplan*) **WE HAVE ONE**
- Being financially sustainable;
- Finding a mission-based balance between site rental and public access/tours

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Strategic Goals — 2017-2018

Executive Committee/Management:

Strategic Planning

- **Oversee the work of staff and management to create objectives and workplans for each goal established at the 2/4/17 planning retreat which are included in this listing of goals. Develop a plan for monitoring implementation.**

Government Relations

- **Develop strategies for ongoing reporting and regular engagement with City Council including reports, study sessions and regular communication on events and activities of CRF.**

Site Rental

- ***Framing of Balance Between Rental and Public Access Services:* Conduct an analysis of the financial model (overall sources of revenue and expenses, cost benefit of each service including direct and indirect costs, develop a multi-year budget and then develop scenarios for different levels of site rental and the relationship to public access and tours). Based on the outcome of the analysis, develop messaging for website, print materials and talking points. Continue marketing for “off days” (i.e., days of the week that are less popular for events such as weddings). Consider rental discounts for Camarillo residents.**

Facilities/Maintenance

- ***Reserve Study Plan:* The *Reserve Study* plan is the document accepted by the Board to govern CRF facility improvements and use of the capital improvement budget. Note: While the name of the document implies a “study” (i.e., analysis and research *to be* conducted), the document outlines the actual plan, priorities and responsible parties. Any changes in circumstances or issues of interpretation would be worked through between representatives of the City of Camarillo and CRF Board of Directors (likely through a named liaison). Review the current *Reserve Study* plan and if necessary, convert to a workplan with improvements by year/quarter/month and monitor progress on implementing improvements. Begin to identify items for inclusion in the next *Reserve Study* plan.**
- ***Current Areas Needing Resolution:* Board members listed areas needing attention as conversion of light fixtures to LED, paving the parking lot, adding security lights and other security features; these items may or may not be in the Reserve Study Plan.**
- ***Policies and Systems:* Develop written policies and standards for responsibilities for gardeners (paid, Master) trees, etc.**

Administration (including Human Resources, Emergency)

- ***Volunteer Manual:* Complete the creation of the volunteer manual.**
- ***Staff Development:* Groom staff to take on new responsibilities through establishing career tracks, providing education, training and mentoring opportunities. Review benefits on a regular basis through the lens of staff retention.**
- ***Systems Development:* Develop protocols and systems for each function in order to be more efficient, train new staff members, cover absences, etc.**

Finance Committee:

- ***Multi-Year Budget:* Develop a multi-year budget that incorporates earned income from site rental, fundraising, grants and other sources of revenue. Determine if the chart of accounts and/or fund**

management system can track revenue and expenses by the same categories as outlined in this report.

- **Reserve Study Plan:** In conjunction with work on Facilities, integrate CRF related expenses around the implementation of the *Reserve Study* plan into a multi-year budget.

Community Relations and Marketing:

- **Outreach/Presentations:** Have board members actively promote the CRF and its activities in other settings (e.g., other nonprofit and community organizations). This promotion could be through conversations or formal presentations. Consider forming a Speaker's Bureau for current and former board members and docents.
- **Community Events:** Hold events (e.g., Throw Back Thursdays) at CRF to bring the community to the facility and engage them understanding the work of the Foundation.
- **Website/Branding:** Work with staff, complete the process of updating the website and branding process. Note: With respect to the website, Marissa is responsible for language related to the site rentals and Niki is responsible for everything else.
- **Marketing Plan:** Develop a marketing plan with short and long term goals.
- **Social Media:** Formalize arrangements with a vendor for marketing and communications.

Education and Legacy Committee in conjunction with Chief Operating Officer and Docents:

Programs/Education

- **Overall Tours and Education**
 - As the offerings (e.g., days open, number and type of tours) expand, recruit and train additional docents.
- **School Tours**
 - Develop a School Tour Docent Guide.
 - Evaluate school standards and curriculum to determine how school tours could more closely reinforce those standards.
 - Review the school tour experience to determine more varied ways in which 3rd graders learn can be incorporated (e.g., visual, aural, read and experiential). Identify resources to assist with this work such as students from Cal State University—Channel Islands.
- **Visitor Education/Experience**
 - Evaluate the onsite experience to determine more ways in which people of all ages learn can be incorporated.
 - Add more opportunities to experience the facility in a virtual manner (e.g., robustness of website, virtual tours, etc.) in order to make the facility more accessible to people who may not be able to visit it in person.
 - Involve docents in the development of new learning materials.

Volunteers/Docents

- **Engagement:** Develop short and long term strategies for the recruitment, training and retention of docents.
- **Policies and Procedures:** Complete the development of a volunteer manual. Develop policies and procedures for the work of volunteers and docents including who is responsible, who needs to be consulted and who needs to be informed of specific types of work and/or changes. Create and/or update job descriptions for key docent roles. Determine how volunteers/docents will be made aware of policies and procedures, method for ensuring policies and procedures are followed (e.g., branding principles applied to volunteer newsletter) and how to handle exceptions (i.e., policies not being followed).

- **Evaluation:** Develop processes for evaluating the involvement of docents and volunteers including recruitment, retention, satisfactions and adherence to established protocols. Make adjustments as warranted.
- **Key Volunteer Position:** Create a job description for the Volunteer Curator and set up the position as the “go to” person questions.

Preservation/Curatorial Work

- **Curatorial Duties:** Define the role of a volunteer curator (e.g., scope of responsibilities, time requirements, etc.) and determine if any of the current docents could fill the role and determine interest.
- **Preservation Protocols:** Establish protocols for how preservation and curatorial work is completed. As part of the process, develop guidelines for how decisions are made that impact more than one aspect of the organization (e.g., creating a bridal suite beneficial to wedding site rental and fidelity to preservation).
- **Accession:** Review and update as necessary the current process for accession; develop a policy or protocol describing the accession process.
- **Object Inventory:** Complete an inventory of all items onsite outlining its history, significance, nature of contribution, acquisition and other key facts along with a photo of the item.

Fund Development Committee

- **Fund Development Plan:** Create a fund development plan covering all sources of philanthropic revenue (e.g., events, sponsorships, direct mail, memberships, individual donations, major gifts, planned giving, 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.
- **Systems Development:** Assess whether CRF's current database is capable of supporting 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.
- **Board Training:** 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.).

Board Development Committee

- **Composition:** Identify board prospects consistent with the skills, diversity and community representation useful to implementing CRF's strategic goals and encourage prospects to complete the application of the City of Camarillo necessary for being considered for appointment to the CRF board.
- **Committee Structure:** Refine a committee structure that provides appropriate guidance to staff and supports implementation of board responsibilities.
- **Orientation:** Refine process and materials for board member orientation or onboarding. Balance providing written documents, covering the critical aspects of the documents and meeting people.
- **Training:** Determine 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.

- ~~*Policy Listing:* Create a list of all existing policies (i.e., name of policy, key provisions, date of policy approval) and review periodically for awareness and current relevance. Change policies through approval of the Board of Directors when warranted and within their purview (as policy may require changes by the City Council, City of Camarillo). Have the board secretary have access to this policy listing at all board meetings.~~
- ~~*Regulations:* Having board members be clear on internal (bylaws, policies) and external (city, state, federal regulations) that govern what is permissible board action.~~

CAMARILLO RANCH FOUNDATION
A California Nonprofit Public Benefit Corporation

ARTICLE I
NAME

The name of the corporation is Camarillo Ranch Foundation (herein referred to as the "Foundation").

ARTICLE II
OFFICES OF THE FOUNDATION

The principal office of the Foundation is located at 201 Camarillo Ranch Road, Camarillo, Ventura County, California. The Board of Directors of the Foundation (hereinafter "Board") may change the principal office from one location to another.

ARTICLE III
PURPOSE

The Foundation is a nonprofit public benefit corporation organized under the Nonprofit Public Benefit Corporation Law and organized for the public purposes as set forth in the Foundation's Articles of Incorporation.

ARTICLE IV
MEMBERS

The Foundation shall have no members.

ARTICLE V
DIRECTORS

Section 1. Number of Directors. The Foundation shall have a minimum of twelve (12) and a maximum of fifteen (15) Directors (collectively "Directors") who shall serve on the Foundation's Board.

Section 2. Designation and Term of Office. Members of the Board shall be appointed by the City Council of the City of Camarillo. Each such Director shall hold office for three (3) years on a staggered basis and until a successor has been designated. Members of the Board may be removed at any time, with or without cause, by a majority vote of the City Council of the City of Camarillo.

Section 3. Qualifications of Directors. At least ten (10) of the members of the Board shall be residents of the City of Camarillo. The remaining Directors shall be residents of the area included within the boundaries of the Mesa Union School District, or the Pleasant Valley School District or the Somis Union School District.

Section 4. Ex-Officio Members. Two (2) members of the Camarillo City Council designated by

the Mayor, and approved by the City Council, shall serve as Ex-Officio non-voting members of the Board. Ex-Officio members shall serve for two (2) year terms; provided that an Ex-Officio member may be removed at any time, with or without cause, by a majority vote of the City Council of Camarillo. Ex- Officio members shall continue to be members of the City Council during their tenure.

Section 5. Meetings of the Board.

- (a) Place of Meetings. All regular meetings of the Board shall be held at the principal office of the Foundation.
- (b) Meetings. Meetings shall be held in the time and manner specified in the Ralph M. Brown Act (Section 54950 et seq., of the Government Code) as it now exists or may hereafter be amended.

Section 6. Quorum. A majority of the members of the sitting Board shall constitute a quorum of the Board for the transaction of business.

If a member of the Board is unable for good cause to attend a scheduled meeting, the **CEO or the** President shall be notified as soon as possible. If a quorum cannot be achieved, the President shall notify the remaining members of the Board of the postponement or cancellation of the meeting.

Section 7. Board Powers. Limitations.

- (a) General Corporate Powers. Subject to the provisions and limitations of the California Nonprofit Public Benefit Corporation Law and any other applicable laws, the Foundation' activities and affairs shall be managed, and all corporate powers shall be exercised by, or under the direction of, the Board.
- (b) Power of Appointment and Removal. The Board shall have the power to appoint and remove, at the pleasure of the Board, **the Chief Executive Officer** ~~all the Foundation's officers, agents, and employees;~~ and prescribe powers and duties for them that are consistent with applicable law, with the Articles of incorporation, and with these Bylaws. **The Chief Executive Officer shall have the power to hire and remove all other employees under the same terms.**
- (c) Limitations. Directors. The Board may not:
 - (1) extend the term of a Director beyond that for which the Director was appointed; nor
 - (2) appoint or remove a Director from the Board.

Section 8. Conduct of Meeting. The President or, in his or her absence, the Vice President, or in the absence of both the President and Vice President, any Director selected by the Directors present shall

preside at meetings of the Board. The Treasurer of the Foundation or, in the Treasurer's absence, any person appointed by the presiding officer shall act as Treasurer at meetings of the Board. In the absence of the Secretary the Board shall designate a member to act as the Board's Secretary.

Section 9. Compensation. Directors shall receive no compensation, for their services as Directors; however, they shall be entitled to reimbursement of expenses, as the Board may determine to be just and reasonable.

Section 10. Formal Action by Directors. The act of a majority of the Directors present at a meeting at which a quorum is present shall be the act of the Board.

Section 11. Vacancies.

(a) Events Causing Vacancy. A vacancy or vacancies on the Board shall exist on the occurrence of any of the following:

- (1) death or resignation of any Director; or
- (2) removal of a Director by the City Council; or
- (3) a Director is absent, for any reason, for ~~six~~ **three** of the most recent twelve (12) regular meetings of the Board **during the fiscal year**; or
- (4) a Director fails to remain qualified pursuant to Section 3 of Article V of these Bylaws.

(b) Filling Vacancies. Vacancies on the Board shall be filled by a majority vote of the City Council of the City of Camarillo. Directors appointed to fill a vacancy shall hold office until the expiration of the term of the prior incumbent, and until a successor has been elected.

Section 12. Committees.

(a) Committees. The Board, by resolution may create one or more committees, each consisting of not more than five (5) Directors to serve at the pleasure of the Board. Appointments to committees of the Board shall be made by the President and confirmed by the Board. As requested by the President, the Board may also appoint one or more Directors as alternate members of any such committee, who shall act in place of an absent member at any committee meeting. Any such committee shall have only the authority as set forth in the Board's resolution creating the committee.

(b) Meetings and Actions of Committees. Meetings and actions of committees of the Board shall be governed by, held, and taken in accordance with the provisions of these Bylaws.

**ARTICLE VI
OFFICERS. EMPLOYEES.**

Section 1. Officers. The Officers of the Foundation shall be President, Vice President, Secretary and Treasurer. The President, Vice President, Secretary and Treasurer shall be members of the Board of Directors and shall be chosen by the Board of Directors, for terms of one (1) year. Officers may be re-elected to successive terms.

Section 2. Employees. The Board may appoint other officers, and may employ qualified persons as employees of the Foundation, all of whom shall serve at the pleasure of the ~~Board~~ **appointing authority.**

Section 3. Removal and Resignation.

- (a) Removal. Officers and Employees shall serve at the pleasure of the ~~Board~~ **appointing authority**, and may be removed, with or without cause, by a ~~majority vote of the Directors at any regular or special meeting of the Board~~ **appointing authority**
- (b) Resignation. An Officer may resign by giving written notice to the Board or to the President or Secretary of the Foundation. Any such resignation shall take effect at the date of receipt of such notice or at a later time specified in such notice.

Section 4. Duties. The duties of the Officers shall be as follows:

- (a) President. The President shall preside at meetings of the Board and shall exercise and perform such other duties as the Board may assign from time to time.
- (b) Vice President. The Vice President shall act as President in the absence of that Officer. The Vice President shall perform such other duties as the Board may assign from time to time.
- (c) Treasurer. The Treasurer shall act as the Chief Financial Officer of the Foundation and shall keep a full and complete record of the financial activities of the Foundation and perform such other duties as are prescribed by the Board. The Treasurer shall perform the following duties:
 - (1) Books of Account. The Treasurer shall keep and maintain, or cause to be kept and maintained, adequate and correct books and accounts of the Foundation' properties and financial transactions. The Treasurer shall send or cause to be given to the Directors such financial statements and reports as are required by law, by these Bylaws, or by the Board. The books of account shall be open to inspection by any Director at all reasonable times. The Treasurer shall render to the President and to the Board, when requested, an account of all transactions as Treasurer and of the financial condition of the Foundation; and

- (2) Deposit and Disbursement of Money and Valuables. The Treasurer shall deposit, or cause to be deposited, all money and other valuables in the name and to the credit of the Foundation with such depositories as the Board may designate; and shall disburse Foundation funds only as the Board may order; and
 - (3) Audit. The Foundation's annual audit shall be conducted by a qualified independent auditor employed by the City. The Treasurer shall make the Foundation's financial records available to the City and/or the auditor upon request; and
 - (4) Other duties. The Treasurer shall perform such other duties as the Board or the Bylaws may prescribe; and
 - (5) Bond. If required by the Board, the Treasurer shall give the Foundation a bond in the amount and with the surety or sureties specified by the Board for faithful performance of the duties of the office and for restoration to the Foundation of all its books, papers, vouchers, money, and other property of every kind in the possession or under the control of the Treasurer on his or her death, resignation, retirement, or removal from office.
- (d) Secretary. The Secretary shall perform the following duties:
- (1) Book of Minutes. The Secretary shall keep or cause to be kept, at the Foundation's principal office or such other place as the Board may direct, a book of minutes of all meetings, proceedings, and actions of the Board and of committees of the Board. The minutes of the meetings shall include the time and place of holding, whether the meeting was annual, regular, or special and, if special, how authorized, the notice given, and the names of those present at Board and committee meetings. The Secretary shall keep or cause to be kept, at the principal office in California, a copy of the Articles of Incorporation and Bylaws, as amended;
 - (2) Notices, Seal, and Other Duties. The Secretary shall give, or cause to be given, notice of all meetings of the Board to all Board members, and to members of committees of the Board required by these Bylaws to be given. The Secretary shall keep the corporate seal in safe custody and shall perform such other duties as the Board may prescribe; and
 - (3) Other duties. The Secretary shall have such other powers and perform such other duties as the Board or the Bylaws may prescribe.

ARTICLE VII RECORDS AND REPORTS

Section 1. Maintenance of Corporate Records. The Foundation shall keep:

- (a) Adequate and correct books and records of account;
- (b) Written minutes of the proceeding of its Board and Committees of the Board; and
- (c) A record of each Director's name and address.

Section 2. Inspection by Directors. Every Director and any interested person shall have the absolute right at any reasonable time to inspect the Foundation' books, records, documents of every kind, except those covered by a privilege. The inspection may be made in person or by an agent or attorney. The right of inspection includes the right to copy and make extracts of documents.

Section 3. Annual Report. On or about April 1st of each year, the Foundation shall prepare and forward to the City Council an annual report. Said report shall include all pertinent information as to the activities, events, finances and related matters of the Foundation for the previous twelve (12) months. The report shall also include all requests for City Council assistance during the next fiscal year.

**ARTICLE VIII
CONSTRUCTION AND DEFINITIONS**

Unless the context requires otherwise, the general provisions, rules of construction, and definitions in the California Nonprofit Corporation Law shall govern the construction of these Bylaws. Without limiting the generality of the preceding sentence, the masculine gender includes the feminine and neuter, the singular includes the plural and the plural includes the singular, and the term "person" includes both a legal entity and a natural person.

**ARTICLE IX
AMENDMENTS**

These Bylaws may be amended in accordance with the Foundation's Articles of Incorporation and as provided by law. The Board may, by resolution, adopt, amend, or repeal bylaws provided that the same are first approved by the City Council of the City of Camarillo.

**ARTICLE X
DISSOLUTION**

If the Foundation is dissolved, voluntarily or involuntarily, all of its assets shall be delivered and/or conveyed to the City of Camarillo.

I certify that I am the President of the Camarillo Ranch Foundation, a California nonprofit public benefit corporation, that the above Bylaws amended by the City Council of the City of Camarillo on November 5, 2008, consisting of seven (7) pages, are the Bylaws of the Foundation.

CAMARILLO RANCH FOUNDATION, INC.

Dated: _____

By: _____
President

Dated: _____

By: _____
Secretary

REVISED ON MARCH , 2018



Camarillo Ranch Foundation, Inc. Executive Committee (EC) Meeting Minutes

February 27, 2018 – 4:00 P.M.
Camarillo Ranch Conference Room
201 Camarillo Ranch Road
Camarillo, CA 93012

1. **Call to Order** – Charles Devlin called the meeting to order at 4:00 P.M.
Present – Board Members – Charles Devlin, David Schlangen, Karen Prough, Martin Shum and Karen King
Also present – Chief Executive Officer Marty Daly and Chief Operations Officer Marissa Lopez Elkins
Absent: Michael Drews, Ellen Smith and Susana Reeder
2. **Next Meeting** – March 27, 2018, at 4:00 PM, in the Camarillo Ranch Conference Room. *(David Schlangen informed the committee that he will not be able to attend the March 2018 meeting)*
3. **Comments** –
 - a. **Public:** None
 - b. **Board:** David Schlangen commented on the wonderful job that Marissa Lopez Elkins and Marty Daly did on the organization/implementation of the Wedding Showcase on February 24th. He also stated that we should look into whether we need to replace the Flag Pole on the premises, since it is currently leaning.
4. **New Business** –
 - **David Schlangen tasked to take meeting minutes with Ellen Smith (Secretary) not able to attend**
 - **General Accepted Accounting Principles (GAAP)** – Martin Shum presented to the EC committee on the Accrual Process as described in GAAP. He showed what our new financial statements would look like using this process that the CRF will be moving to in the near future.
 - **Fundraising Discussion** – Karen King reminded board members that they should be aware of “continued” resources that will be needed for fundraising (currently being performed by Visionality). Board members should also be aware of the financial commitments that they have for the foundation. Also, she stated the board is not united on our “ask” as a board or that board members are not willing to make “thank you” calls to individuals that provide denotations to the foundation.
 - **“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.
5. **Unfinished Business** –
 - **Board of Directors Meeting Agenda** - EC Members agreed on the following agenda items for the Board of Directors Meeting to be held on March 6th:
 - Discuss Auditors’ recommendations and meeting with the City (Mike Drews)
 - Second reading of the Strategic Plan (David Schlangen)

- First reading of the proposed changes to the Bylaws (Marty Daly)
 - Nomination Task Force Recommendation / Open Nominations (David Schlangen)
 - Board Self Evaluation Survey Report (David Schlangen)
 - Board Discussion on agenda items for April Retreat (David Schlangen)
 - EC recommends that we keep Patty as facilitator
 - Reports – Updates from Chief Executive Officer and Chief Financial Officer.
6. **Adjournment** – Charles Devlin adjourned the meeting at 5:40 P.M.

Committee Approval Date: March 27, 2018

Future Agenda Topics:

1. EC Member to call Board Members not attending Board Meeting
 2. Board Policies to be reviewed/updated by EC in which month
 3. Review of Governance Model
-



Camarillo Ranch Foundation, Inc.
Education and Legacy Minutes

2nd Monday @ 3:30
Camarillo Ranch – Stable Conference Room
201 Camarillo Ranch Road
Camarillo, CA 93012

1. **Call to Order** – Karen Prough
2. **Minutes** – Action to approve the minutes of the meeting held on the previous month.
3. **Next Meeting** - Monday, March 12 @ 3:30
4. **Present:** Martin Daly, Marissa Lopez-Elkins, Maggie Solorzano-Hamilton, Ellen Smith, Gerry Olsen, Karen Prough, Betty Adieg, David Schlangen
5. **Public Comments :** None
6. **Unfinished Business**
 - a. Discussion of how to recruit and use outside sources for events. Discussion of CRF volunteer event. It will be held on Wednesday, April 18 from 5:30-7:30 in the barn. Staff will handle catering. The committee will support staff in mailings, gift for volunteers, etc.
 - b. Determined that Adolfo's birthday and possibly Tales would be the first possible events where people from community organizations might help support the event. Karen agreed to put together a resource contact list for Maggie
 - b. It was determined that a donor appreciation event might be held in August. However, the details of that appreciation event will be planned by another committee that deals with fund raising.
7. **New Business**
 - a. Maggie and Marissa briefly reviewed Program Goals – A budget will need to be determined as we move forward with Kid's Day, Docent Recruitment and Marketing.
 - b. Discussed how to recruit volunteers using the Fiesta, TBT and Adolfo's Birthday.
 - c. Marissa shared an assessment tool that we will use next meeting as a tool to help better strategize and plan; particularly with marketing, recruitment and Kid's Day.
 - d. Accessions – Discussion about a possible gift. Will make a decision next month.
8. **Adjournment** – 5:00

Future Agenda Items: Speaker's Bureau.



Camarillo Ranch Foundation, Inc. Board Development Committee Meeting Minutes

February 12, 2018 – 4:30 P.M.
Camarillo Ranch Conference Room
201 Camarillo Ranch Road
Camarillo, CA 93012

7th Meeting

1. **Call to Order** – David Schlangen called the meeting to order at 4:33 P.M.
Present – Board Members – David Schlangen, Bruce Fuhrman, Katy Strang and Gerry Olsen
Also present – Chief Executive Officer Martin Daly
Absent: Chief Operations Officer Marissa Lopez Elkins
2. **Approving Past Minutes** – Motion by Bruce Fuhrman with a Second by Katy Strang. Accepted unanimously.
3. **Next Meeting** – March 12, 2018, at 4:30 PM, in the Camarillo Ranch Conference Room (Second Monday of Each Month).
4. **Comments** –
 - a. Public: None
 - b. Board: Bruce Fuhrman announced that he would be stepping down from the Camarillo Ranch Foundation Board of Directors on June 30, 2018, with the ending of his term.
5. **Unfinished Business** –
 - **Orientation Package** – Committee Members were updated that the Orientation Package will have edits incorporated into the final draft by Feb. 24th. Plan is to provide Orientation Package to entire board at March 2018 Board Meeting (excluding Strategic Plan which is still being developed). Updates to the Orientation Package will be provided to board members at the appropriate Board Meeting.
Action Item: Marty Daly to check with Hayes Graphics for a quote on creating Orientation Package binders, consisting of 116 pages (to compare with another quote from Kinko's).
 - **“Continuing Education”** – Committee members agreed to bring relevant material for committee to decide on what is appropriate to send out to the entire board.
Action Item: Bruce Fuhrman to send David Schlangen relevant material provided to him by Martin Shum, for committee review.
 - **Board Development Committee Additional Goals** – Bruce Fuhrman brought up the idea that committee should review Short and Long term goals on a monthly and quarterly (respectively) basis. Committee agreed and this will be a ongoing agenda item.
 - **Self-Assessment Survey** – Committee agreed to send full survey results out to the entire board. David Schlangen will work with Marissa Lopez Elkins to accomplish this.
6. **New Business** –

- **Board Member Openings** – Committee Members discussed examples of what is needed with regard to future board members joining the Ranch Foundation:
 - Passion for the Ranch and Historical Legacy
 - Ethnic / Professional Diversity
 - Lawyer
 - CPA / Accountant
 - HR Representative
 - Young Professional (from Chamber of Commerce group)
 - Insurance Agent
 - Landscaping Person

Action Item: David Schlangen to create a letter regarding our above needs for the Board Development Committee to review before our next meeting.

7. **Reports** – N/A.

8. **Adjournment** – David Schlangen adjourned the meeting at 5:26 P.M.

Committee Approval Date: March 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. Board Development Short (Monthly) / Long (Quarterly) Review within the Strategic Plan * **Ongoing Agenda Item**
-

Camarillo Ranch Foundation

Balance Sheet

As of January 31, 2018

	<u>Jan 31, 18</u>	<u>Jan 31, 17</u>	<u>% Change</u>
ASSETS			
Current Assets			
Checking/Savings			
10-01 · Rabobank - Checking #8726	66,342.16	92,876.34	-28.57%
10-02 · Petty Cash	60.00	50.00	20.0%
10-04 · Rabobank-Gift Shop 2933	334.72	334.72	0.0%
10-03 · Edward Jones Cap. Expend	1,822.00	50,001.44	-96.36%
Total Checking/Savings	<u>68,558.88</u>	<u>143,262.50</u>	<u>-52.15%</u>
Accounts Receivable	0.00	-2,801.25	100.0%
Total Current Assets	<u>68,558.88</u>	<u>140,461.25</u>	<u>-51.19%</u>
Fixed Assets	149,051.48	102,904.12	44.85%
Other Assets	319,766.21	307,230.70	4.08%
TOTAL ASSETS	<u><u>537,376.57</u></u>	<u><u>550,596.07</u></u>	<u><u>-2.4%</u></u>
LIABILITIES & EQUITY			
Liabilities	30,736.62	36,578.30	-15.97%
Equity			
11-01 · Unrestricted (Retained Earnings)	524,857.44	513,090.63	2.29%
11-03 · Designated Funds- Meadowlark	907.08	3,642.58	-75.1%
11-06 · Designated Funds-Conf Room Ren	528.76	528.76	0.0%
Net Income	<u>-19,653.33</u>	<u>-3,244.20</u>	<u>-505.8%</u>
Total Equity	<u>506,639.95</u>	<u>514,017.77</u>	<u>-1.44%</u>
TOTAL LIABILITIES & EQUITY	<u><u>537,376.57</u></u>	<u><u>550,596.07</u></u>	<u><u>-2.4%</u></u>

Camarillo Ranch Foundation
Profit & Loss Budget vs. Actual
 July 2017 through January 2018

	Jan 18	Jul '17 - Jan 18	Jul '16 - Jan 17
Ordinary Income/Expense			
Income			
101 · Site Rentals	72,350.00	360,392.24	383,354.50
100 · Foundation Other Income	320.00	14,211.00	7,633.23
200 · Fund Development Income	2,246.00	44,193.20	48,019.74
300 · Foundation Events Income	6,200.00	64,249.39	43,849.14
400 · Foundation Program Income	405.50	24,520.74	33,529.09
Total Income	81,521.50	507,566.57	516,385.70
Cost of Goods Sold			
1300 · Site Rental Expense	200.00	2,170.57	1,424.13
1200 · Fund Development Expenses	375.26	4,193.19	14,666.86
1100 · Foundation Programs	1,112.97	11,675.10	28,546.06
1000 · Foundation Events	154.00	36,724.72	26,432.48
Total COGS	1,842.23	54,763.58	71,069.53
Gross Profit	79,679.27	452,802.99	445,316.17
Expense			
Operation Expenses			
500 · Utilities	4,042.78	32,788.01	35,429.92
600 · Grounds & Maintenance	4,938.78	25,793.56	22,538.21
700 · Office Administration	13,903.54	66,099.15	73,790.18
800 · Insurance	2,239.33	14,580.19	17,913.03
900 · Board Expenses	932.02	3,781.51	1,347.41
1400 · Staff Expenses	88.15	10,061.57	3,560.71
Total Operation Expenses	26,144.60	153,103.99	154,579.46
1500 · Labor Expenses	53,908.74	263,788.85	265,800.19
1600 · Benefits	3,057.09	24,966.06	20,989.28
1700 · Professional Fees	2,574.38	30,610.90	19,737.47
Total Expense	85,684.81	472,469.80	461,106.40
Net Ordinary Income	-6,005.54	-19,666.81	-15,790.23
Other Income/Expense			
Other Income		13.48	12,546.03
Net Other Income		13.48	12,546.03
Net Income	-6,005.54	-19,653.33	-3,244.20

Camarillo Ranch Foundation
Profit & Loss Budget vs. Actual
 July 2017 through January 2018

	Budget	\$ Over Budget	% of Budget
Ordinary Income/Expense			
Income			
101 · Site Rentals	725,000.00	-364,607.76	49.71%
100 · Foundation Other Income	8,100.00	6,111.00	175.44%
200 · Fund Development Income	74,600.00	-30,406.80	59.24%
300 · Foundation Events Income	88,100.00	-23,850.61	72.93%
400 · Foundation Program Income	21,200.00	3,320.74	115.66%
Total Income	917,000.00	-409,433.43	55.35%
Cost of Goods Sold			
1300 · Site Rental Expense	3,500.00	-1,329.43	62.02%
1200 · Fund Development Expenses	8,100.00	-3,906.81	51.77%
1100 · Foundation Programs	22,450.00	-10,774.90	52.01%
1000 · Foundation Events	56,500.00	-19,775.28	65.0%
Total COGS	90,550.00	-35,786.42	60.48%
Gross Profit	826,450.00	-373,647.01	54.79%
Expense			
Operation Expenses			
500 · Utilities	51,900.00	-19,111.99	63.18%
600 · Grounds & Maintenance	50,000.00	-24,206.44	51.59%
700 · Office Administration	145,000.00	-78,900.85	45.59%
800 · Insurance	21,100.00	-6,519.81	69.1%
900 · Board Expenses	4,500.00	-718.49	84.03%
1400 · Staff Expenses	16,000.00	-5,938.43	62.89%
Total Operation Expenses	288,500.00	-135,396.01	53.07%
1500 · Labor Expenses	469,478.00	-205,689.15	56.19%
1600 · Benefits	49,500.00	-24,533.94	50.44%
1700 · Professional Fees	38,000.00	-7,389.10	80.56%
Total Expense	845,478.00	-373,008.20	55.88%
Net Ordinary Income	-19,028.00	-638.81	103.36%
Other Income/Expense			
Other Income	20,000.00	-19,986.52	0.07%
Net Other Income	20,000.00	-19,986.52	0.07%
Net Income	972.00	-20,625.33	-2,021.95%