



**Camarillo Ranch Foundation, Inc.**  
**Board of Directors Meeting**  
**AGENDA**

April 3, 2018 – 6:30 p.m.  
Camarillo Ranch – Stable  
Conference Room 201 Camarillo  
Ranch Road  
Camarillo, CA 93012

**244th Meeting**

“Preservation, Education, Restoration”

1. **Call to Order** – Charles Devlin
2. **Minutes** – Action to approve the minutes of the meeting held March 6, 2018
3. **Next Meeting** - April 3, 2018
4. **Comments:**
  - a. Public Comments regarding items not on the agenda.
    - Docents Representative
  - b. Board President
  - c. Board/Council Member Comments
5. **Unfinished Business**
  - a. Report on Christmas at the Ranch 2018 – Marissa Lopez Elkins
  - b. Report on CRF Bylaws updates – Martin Daly
  - c. Follow-up on April 21, 2018 Board Retreat – Charles Devlin
  - d. Action to defer CRF officer elections until after new CRF Board Members are seated – Charles Devlin
6. **New Business**
  - a. Second reading CRF Strategic Plan – Charles Devlin
7. **Reports**
  - a. Chief Executive Officer - Martin Daly
  - b. Chief Operations Officer – Marissa Lopez Elkins
  - c. Executive Committee - Charles Devlin

- d. Education & Legacy Committee – Karen Prough
- e. Finance Committee – Michael Drews
- f. 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.

<b>Docents Executive Committee</b>	First Monday	9:00 a.m.
<b>Education and Legacy</b>	Second Monday	3:30 p.m.
<b>Board Development Committee</b>	Second Monday	4:30 p.m.
<b>Docents Committee</b>	Second Thursday	4:15 p.m.
<b>Finance Committee</b>	Third Monday	4:30 p.m.
<b>Executive Committee</b>	Fourth Tuesday	4:00 p.m.

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

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

**Americans with Disabilities Act Compliance Statement**

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



## MINUTES CAMARILLO RANCH FOUNDATION BOARD OF DIRECTORS

243rd Meeting, Tuesday, March 6, 2018

**CALL TO ORDER** – The 243rd meeting of the Camarillo Ranch Foundation Board of Directors was called to order by Vice President David Schlangen on Tuesday, March 6, 2018, at 6:31 p.m. in the Stables Conference Room of the Camarillo Ranch, 291 Camarillo Ranch Rd., Camarillo, CA 93012.

**PRESENT** - Board Members – Vice President David Schlangen, Acting Secretary Gerry Olsen, Peter Ellermann, Bruce Fuhrman, Shirley Honour, Sandy Nirenberg, Karen Prough, and Martin Shum. Also present – Camarillo City Councilmembers Charlotte Craven and Mike Morgan, Docent President Betty Addeig, and Chief Executive Officer Martin Daly.

**PLEDGE OF ALLEGIANCE** – Peter Ellermann led the Pledge of Allegiance to the flag of the United States of America.

**AGENDA CHANGES** – David Schlangen reported that the second reading of the CRF Strategic Plan 2018-2029 and the Board Self Evaluation Survey had been removed from the agenda.

**MINUTES OF FEB. 6, 2018** – It was moved by Gerry Olsen, seconded, and unanimously approved that the minutes of the CRF Board meetings of Feb. 6, 2018, be adopted as distributed.

**APPOINTMENT OF ACTING SECRETARY** – David Schlangen appointed Gerry Olsen as Acting Secretary for this meeting.

**NEXT MEETING** – David Schlangen announced the next Board meeting will be Tuesday, April 3, 2018.

**COMMENTS** –

**PUBLIC** – Docents – Betty Addeig reported seven school tours planned at the Camarillo Ranch in March, on other spring school tours, and planning for the summer Kids Days at the Ranch.

BOARD MEMBERS AND COUNCIL MEMBERS – Gerry Olsen noted the recruitment article for CRF Board members in the City of Camarillo City Scene. Bruce Fuhrman reported on a periodic meeting with officials from the Pleasant Valley Historical Society and plans for a joint booth with the PVHS Saturday, July 21, at the Camarillo Fiesta.

CAMARILLO RANCH FOUNDATION BOARD OF DIRECTORS' MEETING – (Comments – continued) - March 6, 2018 – Page 2

Mike Morgan reported a new Camarillo Ranch historic sign will be erected on Highway 101 shortly. Martin Shum asked about the 2018-2019 budgeting process.

UNFINISHED BUSINESS –

BOARD RECOMMENDATION FOR 2018 CHRISTMAS AT THE RANCH – Following a presentation by Martin Daly, Board members discussed approaches to Christmas at the Ranch. Following discussion, it was agreed to refer the matter to the Board Fund Raising Committee for a recommendation at the March Board meeting regarding Christmas at the Ranch and other fund raising projects.

BYLAW CHANGES (First Reading) – Following a presentation by Martin Daly, Board members discussed proposed changes to the CRF Bylaws. Several changes were suggested. Daly asked that any proposed changes be given to him no later than Friday, March 16.

NOMINATIONS FOR 2018-2019 OFFICERS – David Schlangen presented the proposed slate of officers for 2018-2019 – President – Charles Devlin; Vice President – David Schlangen; Secretary – Ellen Smith; Treasurer – Michael Drews; Member at Large – Karen Prough. Election of officers will take place at the April Board meeting.

BOARD DISCUSSION OF APRIL BOARD RETREAT – Board members discussed the facilitator and topics for discussion at the Saturday, April 21, at 8 a.m. Board Retreat. Topics suggested included: Fund raising, governance, growing the rental business, growing the organization and Board member financial contributions.

Peter Ellermann left the meeting at 7:56 p.m. and Shirley Honour left the meeting at 7:58 p.m.

REPORTS - Reports of committee meetings were presented from Chief Executive Officer, Executive Committee, Education and Legacy Committee, Finance Committee, and Board Development Committee. David Schlangen presented new Board Orientation Package three-ring binders to new Board members.

ADJOURNMENT – There being no further business, the meeting was adjourned by David Schlangen at 8:06 p.m.

Gerry Olsen, Acting Secretary, 3/7/2018  
To be approved by CRF Board of Directors April 3, 2018

**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. **A maximum of two (2) terms may be served before required a minimum of one (1) year absence.** 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.~~

**Ventura County**

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's 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 **such** 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~~ **four\*** 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.

\* **After the third missed meeting, the City of Camarillo will notify the board member in writing of the absences and should a fourth meeting be missed, then that board member will automatically forfeit his/her position on the board. The Foundation staff will keep the board members and the City Clerk apprised of attendances by a monthly report included in the board packet.**

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~~ **the appointing-authority**

(a) 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.

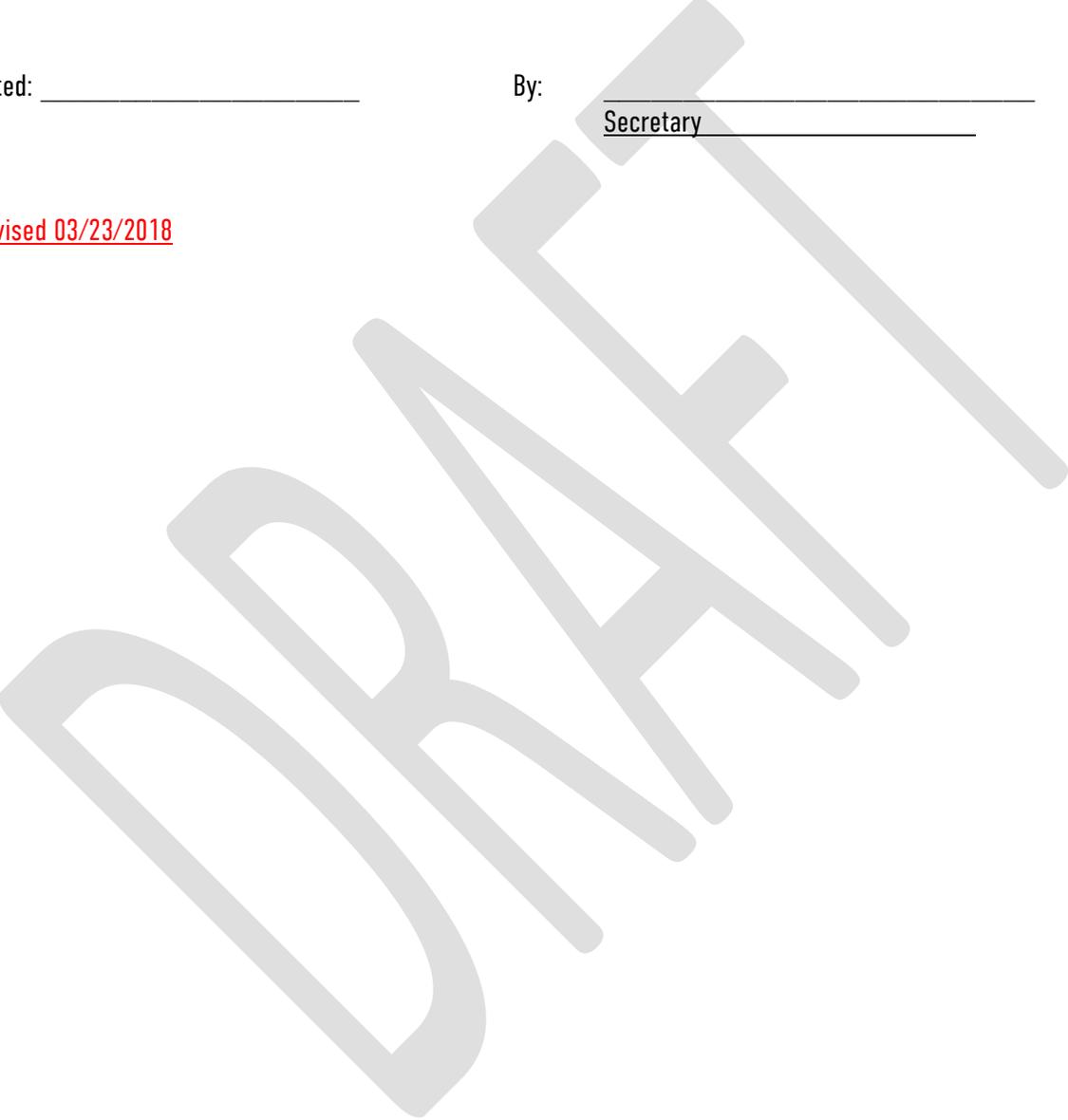
Dated: \_\_\_\_\_

By: \_\_\_\_\_  
President

Dated: \_\_\_\_\_

By: \_\_\_\_\_  
Secretary

Revised 03/23/2018





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

(Pending approval of Board of Directors)

Revised 03/29/18

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

### VISION STATEMENT

This is the vision statement of the Camarillo Ranch Foundation:

- **ADOLFO CAMARILLO** - The legacy and values of Adolfo Camarillo will be known throughout Ventura County and beyond and people will be inspired by his life will be known throughout Camarillo, Ventura County and beyond.
- **EDUCATION** – The experience of the Camarillo Ranch and the legacy of Adolfo Camarillo will be shared with the residents of Ventura County and beyond. The Ranch will become a focal point of Camarillo and Ventura County. New technologies will play a key part of the education, outreach and community engagement.
- **OUTREACH** – Innovative strategies will be developed to make people more aware of the Camarillo Ranch.
- **COMMUNITY ENGAGEMENT** – The Foundation will increase the number of children (school tours) and visitors coming to the Ranch through a variety of activities and events and increase awareness of the mission of the Foundation.
- **GOVERNMENT RELATIONS** – The Foundation will deepen relationships with the City of Camarillo through regular reporting and engagement. With the help of the City, the Foundation will adhere to all federal, state and local regulations.
- **FINANCIAL STABILITY** – The Foundation will remain financially stable using fees, donations, investments and other income. The Foundation will have a balanced budget each fiscal year.
- **BOARD MEMBERS** – The Foundation will have a Board of Directors of diverse backgrounds and skill sets. Board members will be aware of their responsibilities and be recruited, oriented, stewarded and honored.
- **VOLUNTEERS** – The Foundation will have volunteers of diverse backgrounds and skill sets. Volunteers will be aware of their responsibilities and be recruited, trained, stewarded and honored.

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

## **Executive Committee**

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

### **Short and Long-Term Goals**

#### **Short Term Goals**

- Implements new governance model.
- Establishes regular meetings with the City of Camarillo. Develops strategies for ongoing reporting and regular engagement with City 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 CEO and evaluates the performance of the CEO on an annual basis.
- 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.
- Collaborates with the City of Camarillo to ensure preparedness for emergencies and catastrophic events.
- 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. Assist board committees with drafting policies for consideration by the Board of Directors.

#### **Long Term Goals**

- Negotiates a new Operating Agreement with the City of Camarillo.

## **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.

### **Short and Long-Term Goals**

#### **Short Term Goals**

- Reviews and Coordinates the annual financial audit.
- Develop a multi-year budget that incorporates earned income from venue rental, fundraising, grants and other sources of revenue.
- Develop a process for cash flow projections.
- Establish a two-year budget forecast.

### Long Term Goals

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

## **Board Development Committee**

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

### **Short and Long-Term Goals**

#### Short Term Goals

- Identify board prospects consistent with the skills, diversity and community representation useful to implementing CRF's strategic goals and encourage prospects to complete the application furnished by the City of Camarillo and submit it for consideration by the City Council for appointment to the CRF board.
- Refine process and materials for board member orientation or onboarding.
- Determine and implement training needs of the board of directors including any outlined in other sections of this report (e.g., fundraising training, understanding of what is permissible/ impermissible under the Ralph M. Brown Act) and then develop a plan for such training.
- Outline internal (bylaws, policies) and external (city, state, federal regulations) and have board members be clear on what is permissible board action.
- Complete Board Self-Assessment Program annually for Board members and adjust goals based on its results

#### Long Term Goals

- Systematize the process outlined above.

## **Fund Development Committee**

**Vision:** Develops and implements a sustainable revenue model with detailed strategies sufficient to grow CRF's fundraising revenues, separate from the venue rental program, for short term needs and long-term purposes.

## **Short and Long-Term Goals**

### **Short Term Goals**

- Oversee donor engagement activities.
- Conduct outreach to donors/members who have reached or are about to reach an expiration date.
- Make phone calls to donors and prospects as needed.
- Ensure that any scheduled fundraising mailings are executed on timely basis.
- Evaluate current level of donor/member giving and develop reports illustrating outcomes and develop recommendations based on the data reviewed.
- Develop metrics to measure success/gaps along with key performance indicators.
- Make modifications/recommendations on existing fundraising strategies to establish new, grow or discontinue current programs.
- Create a multi-year development calendar/plan incorporating long term goals.
- Determine if the Benevon fundraising model should continue to be pursued as a strategy, and if yes, oversee coordination of future Benevon event/s.
- Coordinate ongoing board member involvement related to fundraising responsibilities and initiatives.
- Oversee and monitor board member giving so that the organization obtains/maintains 100% board member giving, in coordination with Board Development Committee.
- Review fundraising strategies to determine their effectiveness and adjust as appropriate.
- Present reports to the Board of Directors on progress of implementation strategies.
- Set goals for and oversee the work of recruiting event sponsors and major donors for the organization.
- Work with staff to ensure that donor records are maintained and thank you notes are sent out in 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., community events, sponsorships, direct mail, memberships, individual donations, major gifts, planned to give, etc.). Conduct a competitive analysis as part of determine the most feasible fundraising 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 work-plans 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.
- 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).

## **Education & Legacy Committee**

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

### **Short and Long-Term Goals**

#### **Short Term**

- Develops a vision for expansion of educational programs.
- Develops a plan to support Kids' Day for greater success.
- Develops and implements a sustainable docent recruitment and training program.
- Completes and implements the Accessions Policy.
- Works with Fund Development and Finance Committees to develop strategies for securing sufficient funds to accomplish Program goals and initiatives.

#### **Long-Term**

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

## **Community Relations and Marketing:**

## **CRF Executive Management will oversee the following:**

- 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.

## **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, diverse with term limits.
- Goal orientation with strong follow-through
- Collaborative leadership with the docents and all 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
- Resistance to change
- Ill-defined Christmas event
- Rigidity and 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

### **Threats, Challenges and Constraints**

- A lack of adaptive leadership (ability to adapt to change)
- Changes in the demographics of the community
- Competition
- Aging property
- Critics in the community
- Perceptions of docents are aging
- Regulatory policy
- Need for a broader base of support
- Being financially sustainable;
- Finding a mission-based balance between site rental and public access/tours



Report to CRF Board of Directors  
Chief Operating Officer, Marissa Lopez Elkins  
April 3, 2018



Staffing: We have hired 4 new full-time staff. Please see attached staff organizational chart with names. We will be introducing new staff to all volunteers at upcoming meetings and are in the process of creating an organizational chart with head shots and short bios to circulate internally. We will be alerting the community in the coming weeks by sending out a press release and featuring staff in email newsletters.

Emily Petrie is our new Office Assistant and will sit in the front office at the reception station. I ask that she be cc-ed on any email correspondence or contacted directly by phone with any of the following requests from CRF Board Member.

- Conference room reservations
- Printing of copies for meetings
- Ordering of supplies
- Final drafts of committee meeting agendas / minutes

She can be reached at [emily@camarilloranch.org](mailto:emily@camarilloranch.org) or 805.389.8182 x 200.

Management Team: We now have three (3) managers who have the following short-term goals. Moving forward each manager will attend one assigned monthly Board Committee meeting to help implement CRF initiatives and the 2018-2020 Strategic Plan.

I am currently orienting our two (2) new managers and in early April will begin working with all three (3) managers to draft their department budgets for the 2018/2019 FYR. Once drafts are finalized, I will put together a full draft of the budget and bring it to the Budget Committee for review and input. My plan is to bring this to the Finance / Budget Committee meeting on April 16.

Venue Manager - Nikki Keller\*

Finance Committee

1. Create new business plan to increase revenue generation for the Venue Rental business
2. Train, hire and manage venue rental support staff with sales-driven mentality
3. Implement new policies to protect historical integrity of the property

\*Nikki Keller will be making a short presentation regarding the venue rental department during staff reports at tonight's board meeting.

Marketing & Community Events Manager - Jennifer Robinson

Education & Legacy Committee, Fund Development Committee, as needed

1. Coordinate all CRF Community Events
2. Collaborate with Programs Manager to implement increased educational components to CRF Community Events
3. Develop and implement business plan and marketing plan for the CRF Community Events

4. Develop and implement marketing plan for CRF Programs
5. Increase CRF's outreach to the community

Programs Manager - Maggie Solorzano-Hamilton

Education & Legacy Committee

1. Implement new policies and procedures for all CRF Programs, including volunteers
2. Collaborate with Marketing & Community Events Manager to implement increased educational components to CRF Community Events

Headshots: we have scheduled makeup headshots for board members and new staff for Thursday, April 5 at 2pm here at the Ranch. Please RSVP to Marissa if you plan to attend as we need to alert the photographer in advance.

Grounds/Operations: ongoing efforts are being made to maintain the beauty and allure of the buildings and grounds across the property.

In February alone we seeded all lawns, replanted the 9 wine barrels in front of the barn with succulents, performed extensive tree trimming, planted rose bushes near the 4 parking spaces across from the barn, and replanted the garden outside of the offices.

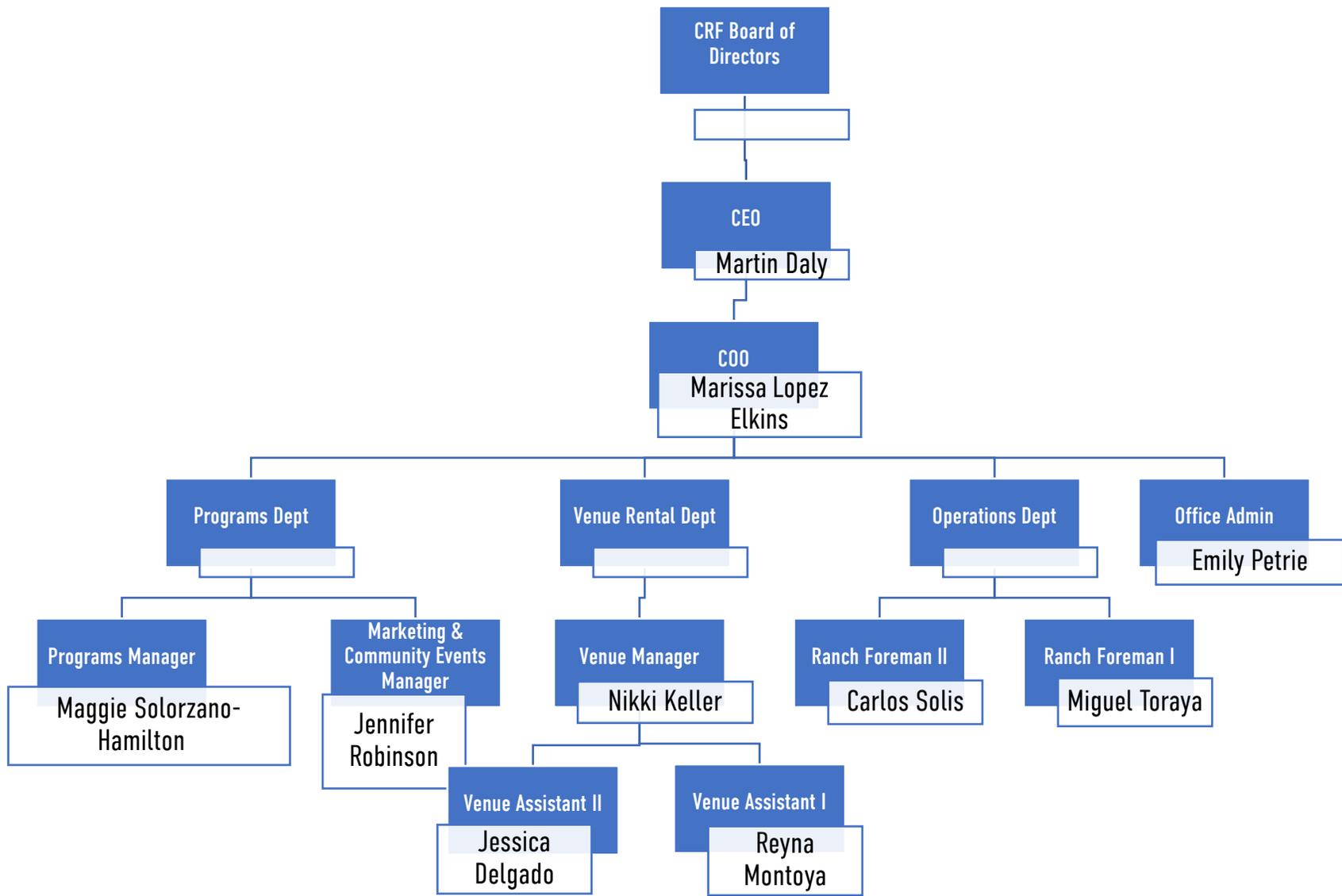
We are currently looking into getting bids for the following projects and researching funding opportunities. Once collected, I will bring these bids to the Finance Committee

Projects:

- Repairs to Ranch House porch
- Repairs to Gazebo
- Renovation of men's and women's stable restrooms
- Renovation of one office stable for additional office space
- Cosmetic updates to staff break room
- Replacing wine barrels outside barn

Parking Lot Project: we have asked City liaisons that the project be postponed to January 2019 to avoid disruption of the venue rental business during peak season. The project is expected to be completed by the end of February 2019, yet to be cautious we are planning for possible delays through April 2019. Venue rental staff will be including an addendum to the venue rental contract so that clients are required to acknowledge that this project will be in progress during their event prior to finalizing any reservations.

# Camarillo Ranch Foundation Staff Organizational Chart





**Camarillo Ranch Foundation, Inc.**  
**Minutes – Education and Legacy**

Monday, March 12 @ 3:30  
Camarillo Ranch Conference Room  
201 Camarillo Ranch Road  
Camarillo, CA 93012

1. **Call to Order – Karen Prough**
2. **Approval of minutes with request that meeting date be included in the future.**
3. **Present: Gerry Olsen, Karen Prough, Betty Addieg, Ellen Smith, Maggie Solorzano-Hamilton**
4. **Absent: Susana Reeder, Marissa Lopez-Elkins, Marty Daly**
5. **Next Meeting – Monday, April 9 @ 3:30**
6. **Comments: None**
7. **Unfinished Business:**
  - a. Developed plans for the Volunteer appreciation event scheduled for Wednesday, April 18 from 5:30-7:30. The committee will support staff regarding mailings, program, white rose plant, etc. Maggie will talk to docents about having a photo slide show of various events at the ranch.
  - b. Maggie shared that there is a strong possibility that the July 18 date for Tales at the Ranch will be joined with the docent led program Kids Day at the Ranch.
  - c. Maggie shared 4 possible accessions along with her recommendations. The committee approved her recommendation that 2 would not be accepted because they do not fit the ranch time framework nor have a connection with the family. A painting of Carmen Camarillo donated by Martina Nicholson, a great-granddaughter of Adolfo, was accepted. It was painted by Martina's father. The fourth donation may be accepted after the Programs Manager determines the cost of restoration and display. She will make a recommendation next month.
  - d. Maggie shared the model of the long term calendar and where the events we have scheduled would fit.

**New Business:**

- a. Betty and Maggie shared that that docents are planning an exhibit of Edwardian clothing using a resource they used earlier for another clothing exhibit. A goal of having 2 exhibits a year was discussed.
- b. Maggie shared a possible brief survey to be used at events as a recruitment tool. Gerry volunteered to help with other ideas for recruiting. We want to especially target Adolfo's Birthday, TBT, Tales at the Ranch, Friends at the Ranch, etc.

- c. Discussed how we might use a survey or other tools as recruitment at the CRF booth at the Fiesta on July 19-22
- d. Maggie also had some ideas for us to participate in Arts Alive at CSUCI in May. She will bring more information at the April meeting.

1. **Adjournment:** 4:35 pm

2. **Future items:**

- a. Marissa's process for how to grow the number of programs at the ranch and look at current programs.
- b. Develop budgets for next fiscal year for various programs
- c. Continue to look at ways to market programs
- d. Continue to look at strategies to grow and maintain docents.
- e. Speaker's Bureau

## Camarillo Ranch Foundation Balance Sheet As of February 28, 2018

	<u>Feb 28, 18</u>	<u>Feb 28, 17</u>	<u>% Change</u>
<b>ASSETS</b>			
<b>Current Assets</b>			
<b>Checking/Savings</b>			
10-01 · Rabobank - Checking #8726	55,214.66	106,801.08	-48.3%
10-02 · Petty Cash	60.00	50.00	20.0%
10-04 · Rabobank-Gift Shop 2933	0.00	334.72	-100.0%
10-03 · Edward Jones Cap. Expend	1,822.00	40,001.58	-95.45%
<b>Total Checking/Savings</b>	<u>57,096.66</u>	<u>147,187.38</u>	<u>-61.21%</u>
<b>Total Current Assets</b>	<u>57,096.66</u>	<u>147,187.38</u>	<u>-61.21%</u>
<b>Fixed Assets</b>	149,051.48	112,904.12	32.02%
<b>Other Assets</b>			
16-01 · Other Assets	319,766.21	311,788.37	2.56%
<b>Total Other Assets</b>	<u>319,766.21</u>	<u>311,788.37</u>	<u>2.56%</u>
<b>TOTAL ASSETS</b>	<u><b>525,914.35</b></u>	<u><b>571,879.87</b></u>	<u><b>-8.04%</b></u>
<b>LIABILITIES &amp; EQUITY</b>			
<b>Liabilities</b>			
<b>Current Liabilities</b>	<u>26,086.62</u>	<u>41,928.30</u>	<u>-37.78%</u>
<b>Total Liabilities</b>	<u>26,086.62</u>	<u>41,928.30</u>	<u>-37.78%</u>
<b>Equity</b>			
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%
<b>Net Income</b>	<u>-26,465.55</u>	<u>12,689.60</u>	<u>-308.56%</u>
<b>Total Equity</b>	<u>499,827.73</u>	<u>529,951.57</u>	<u>-5.68%</u>
<b>TOTAL LIABILITIES &amp; EQUITY</b>	<u><b>525,914.35</b></u>	<u><b>571,879.87</b></u>	<u><b>-8.04%</b></u>

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

	<b>Feb 18</b>	<b>Jul '17 - Feb 18</b>	<b>Budget</b>	<b>\$ Over Budget</b>	<b>% of Budget</b>
<b>Ordinary Income/Expense</b>					
<b>Income</b>					
101 · Site Rentals	41,851.25	402,243.49	725,000.00	-322,756.51	55.48%
100 · Foundation Other Income	2,705.00	16,916.00	8,100.00	8,816.00	208.84%
200 · Fund Development Income	5,965.00	50,158.20	74,600.00	-24,441.80	67.24%
300 · Foundation Events Income	11,013.86	75,263.25	88,100.00	-12,836.75	85.43%
400 · Foundation Program Income	1,876.81	26,397.55	21,200.00	5,197.55	124.52%
<b>Total Income</b>	<b>63,411.92</b>	<b>570,978.49</b>	<b>917,000.00</b>	<b>-346,021.51</b>	<b>62.27%</b>
<b>Cost of Goods Sold</b>					
1300 · Site Rental Expense	598.00	2,768.57	3,500.00	-731.43	79.1%
1200 · Fund Development Expenses	449.72	4,642.91	8,100.00	-3,457.09	57.32%
1100 · Foundation Programs	2,795.05	14,470.15	22,450.00	-7,979.85	64.46%
1000 · Foundation Events	9,222.87	45,972.59	56,500.00	-10,527.41	81.37%
<b>Total COGS</b>	<b>13,065.64</b>	<b>67,854.22</b>	<b>90,550.00</b>	<b>-22,695.78</b>	<b>74.94%</b>
<b>Gross Profit</b>	<b>50,346.28</b>	<b>503,124.27</b>	<b>826,450.00</b>	<b>-323,325.73</b>	<b>60.88%</b>
<b>Expense</b>					
<b>Operation Expenses</b>					
500 · Utilities	4,906.66	37,694.67	51,900.00	-14,205.33	72.63%
600 · Grounds & Maintenance	3,415.23	29,208.79	50,000.00	-20,791.21	58.42%
700 · Office Administration	18,825.75	84,922.90	145,000.00	-60,077.10	58.57%
800 · Insurance	1,416.83	15,997.02	21,100.00	-5,102.98	75.82%
900 · Board Expenses	149.33	3,930.84	4,500.00	-569.16	87.35%
1400 · Staff Expenses	107.30	10,168.87	16,000.00	-5,831.13	63.56%
<b>Total Operation Expenses</b>	<b>28,821.10</b>	<b>181,923.09</b>	<b>288,500.00</b>	<b>-106,576.91</b>	<b>63.06%</b>
1500 · Labor Expenses	28,839.10	292,573.95	469,478.00	-176,904.05	62.32%
1600 · Benefits	1,512.17	26,478.23	49,500.00	-23,021.77	53.49%
1700 · Professional Fees	7,067.13	37,678.03	38,000.00	-321.97	99.15%
<b>Total Expense</b>	<b>66,239.50</b>	<b>538,653.30</b>	<b>845,478.00</b>	<b>-306,824.70</b>	<b>63.71%</b>
<b>Net Ordinary Income</b>	<b>-15,893.22</b>	<b>-35,529.03</b>	<b>-19,028.00</b>	<b>-16,501.03</b>	<b>186.72%</b>
<b>Other Income/Expense</b>	<b>0.00</b>	<b>13.48</b>	<b>20,000.00</b>	<b>-19,986.52</b>	<b>0.07%</b>
<b>Net Income</b>	<b>-15,893.22</b>	<b>-35,515.55</b>	<b>972.00</b>	<b>-36,487.55</b>	<b>-3,653.86%</b>



## Camarillo Ranch Foundation, Inc. Finance Committee Meeting Minutes

March 26, 2018 4:30 P.M.  
Camarillo Ranch Conference Room  
201 Camarillo Ranch Road  
Camarillo, CA 93012

1. **Call to Order** –Chairperson Mike Drews called the meeting to order at 4:37

P.M.

**Present:** Bruce Fuhrman, Charles Devlin, Martin Shum–Also present – CEO Martin Daly and C.O.O.

Marissa Elkins

**Absent:** None

2. **Next Meeting:** Monday April 16, 2018, at 4:32 PM, in the Camarillo Ranch Conference Room (Third Monday of Each Month).

3. **Comments** –

a. Public: None

b. Committee: None

4. **Unfinished Business** –

The financial statements of February 28, 2018 were reviewed and discussed. The continued operating deficit was discussed at length. Venue rentals are down over those projected and Fund Development or down significantly over budget. A quick look into upcoming income let the committee to believe that most, if not all, of the operating loss may be made up in the last quarter of the year. It was also noted by staff that we still had significant funds in checking as well as the reserves invested with A.G. Edwards.

The Audit is being finalized by the accounting firm and they have reached out for some additional detailed information which will be provided. Major adjustments for the FY 2016-2017 will be make to show the change from cash basis to accrual basis accounting and the same will need to be done at the end of the 2017-2018 Fiscal Year End on June 30<sup>th</sup>. In that regard, the chart of accounts and all accounting programs are being implemented now in conjunction with the formatting for next year's budget.

5. **New Business** – There are several projects that will be presented to the committee regarding improvements and repairs. We are seeking three bids on each project. Some are: Gazebo, Cistern fountain, Flag Pole, Stable Restrooms.

6. **Adjournment:** Meeting Adjourned at 5:40 PM



## Camarillo Ranch Foundation, Inc. Board Development Committee Meeting Minutes

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

### 8<sup>th</sup> Meeting

1. **Call to Order** – David Schlangen called the meeting to order at 4:35 P.M.  
**Present** – Board Members – David Schlangen, Bruce Fuhrman, Katy Strang and Gerry Olsen  
**Absent:** Chief Executive Officer Martin Daly and 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** – May 14, 2018, at 4:30 PM, in the Camarillo Ranch Conference Room (Second Monday of Each Month). April Meeting will be cancelled due to committee members not being able to attend.
4. **Comments** –
  - a. Public: None
  - b. Board: Gerry Olsen reminded committee members that the deadline to register for the Camarillo Ranch Foundation is April 13<sup>th</sup>.
5. **Unfinished Business** –
  - **Orientation Package** – Committee Members agreed to provide every board member a Board Orientation Package and to create a total of 20 packages. 5 extra binders will be for new board members and for public viewing. 12 have already been created with 8 more needing to be made.
  - **“Continuing Education”** – Committee members agreed to bring relevant material for committee to decide on what is appropriate to send out to the entire board.
  - **Board Development Committee Current/Additional Goals** – Bruce Fuhrman reminded that the committee should review Short and Long term goals on a monthly and quarterly (respectively) basis. Committee agreed and this will be an ongoing agenda item.
6. **New Business** –
  - **Volunteer Leader for April Board Development Meeting** – Since multiple board members will be unable to attend April Meeting, committee agreed to cancel April Meeting and rejoin again for May Meeting
  - **Discussion on the letter to the City Council on needs for future board members** – committee members agreed on wording used in letter and now it will be provided to Executive Committee for their review/approval.

*Action Item: David Schlangen to bring letter regarding our needs for new Board Members to next Executive Committee Meeting for review/approval.*

- **Outline Policy for requesting new board members to City Council** – Committee members agreed that all board members should keep their “eyes and ears open” for possible future board members and to send annually a letter from the Board Development Committee to the city council on board needs.

7. **Reports** – N/A.

8. **Adjournment** – David Schlangen adjourned the meeting at 5:31 P.M.

Committee Approval Date: May 14, 2018

#### **Future Agenda Topics:**

1. “Continuing Education” opportunities for Board Members\* **Ongoing Agenda Item**
2. Discuss Board Member Openings (Profession, etc.)\* **Ongoing Agenda Item**
3. Board Development Short (Monthly) / Long (Quarterly) Review within the Strategic Plan \* **Ongoing Agenda Item**

#### **Short Term Goals:**

- a. Identify board prospects consistent with the skills, diversity and community representation useful to implementing CRF’ strategic goals and encourage prospects to apply.
- b. Maintain and Update materials for the board member orientation package for onboarding.
- c. Complete Board Self-Assessment Program annually for board members and adjust goals based on its results.
- d. Prepare current board members to become mentors to new board members.
- e. Provide at least one “continuing education” material to CRF Board Members every month.

#### **Long Term Goals:**

- f. Review Board Orientation Package for possible updates (Annually in March)
-