

Mid-Atlantic Pathwork Board of Trustees

Monday, March 27, 2017, 3:30 - 6:00 pm

Attending: Tom Hubbard, Laurie Harris, Kent Peterson, Darlene Rollins, Brad Smith, Lisa Walker, Steve Cooper, Paul Klinger

1) Attunement, invocation, check-ins.

2) Future meeting dates (and recorders)

- a) May 1, 3:30-6:00 (Brad)
- b) July 17th, 3:30-6:00 (Kent)
- c) August 28, 3:30-6:00 (Lisa) May be a conflict for Lisa.
- d) September 25, 3:30 – 6:00 (Darlene)

3) Reports

- a) **Center Director** — Rental promotion efforts this month have included booth display improvements, social media strategy, SEO and event marketing. The newest strategy is to establish a YouTube Channel. Gretchen has created a series of videos explaining the rental reservation process. Facebook reactions have grown to 3,000. The office is receiving at least one rental inquiry per day. The Charlottesville Radio Group has provided a marketing proposal that Paul is reviewing to help increase midweek business and weddings. All departments have participated in strategic planning meetings and Paul has begun the FY 2018 Budget process.

Spring Equinox Event brought in \$830, which is currently recognized as Center revenue. Discussions will occur in the Finance Committee about how to calculate the hard and soft costs (Staffing) Sevenoaks incurred. Susan and Donovan would like to recover some of their expenses. Approximately 21 – 25, potentially more, people attended. Nineteen registered online. Events of this sort give more visibility and exposure, which has value in addition to revenue generated. The event received rave reviews.

Managing the virus outbreak over the March 10 weekend was a substantial effort on the part of housekeeping and kitchen staff. Action plan including bleaching all potentially contaminated surfaces throughout the center, especially around food areas. There have been no further confirmed incidents, but preventive measures will continue for the next week.

Action Item: Steve asked if it could be an insurance claim to cover time needed to disinfect. Paul will look into it.

Rentals – Two additional events for FY 2017 have been booked, six for FY 2018, and one for FY 2019 for a revenue average of \$8,491. Our goal is average figure of \$10,000 to meet our goals.

Maintenance – A new gas fireplace has been installed in Oak House, which is now an added amenity. Prep work has begun for an On Demand Hot Water Heater in Morning Glory. Although it is twice the cost of a conventional heater, we will recapture that in energy savings. Install is scheduled in two weeks. The storage shed at the hairpin turn has been closed in. An energy audit is ongoing with Bill Prindle. Sevenoaks is providing maintenance records for Bill; then he will come back with a proposal – hopefully upgrades will be more affordable than our last proposal.

Grounds – There has been major removal of trees and brush at the Pond. The water quality has improved due to increased sunlight. Two staff used sick leave.

Kitchen – Hired talented new cook who was a Chef at DuCard Vineyards. She has ideas for Wine and Cheese pairings and new recipes for the regular menu and vegan/vegetarian offerings. Conny is working with Maintenance to design a plan for closing off the kitchen breezeway to expand kitchen space. Four staff were out sick for extended periods of time. Kitchen staff worked hard to sanitize all areas to prevent spread of illness.

Housekeeping – We averted disaster because of them. One housekeeper resigned this month; new team member has been hired. **Action Items:** Steve suggested we give staff an appreciation gift for their hard work, over and above, during the virus experience. Paul suggested a Yoders gift card. At the very least the Board could send a thank you card.

Revenue Tracking FY 2017 – Center Rentals Budget: Budget \$501,102; Rentals revenue projections stands at \$508,797 (102%), including new business

Sales & Marketing Initiatives - Raised prices 2.5%, which was approved by committee. There was no loss of business due to this initiative. Also, there was no push back due to the removal of Co-Op rate fee. We are seeing growth in new business paying current rates and meeting space fees are now factored into overall pricing.

Kent expressed appreciation for the success of the above initiatives, for which he was originally skeptical. The recipe cards have also produced unexpected returns.

The effort to increase wedding business has not been successful yet. Paul has updated presence on The Knot, Wedding Wire, and added a page on the website. Kent has ideas prospecting through wedding planner. **Action Item:** Paul and Kent will review.

<http://weddings.ninephotography.com/seven-oaks>

Lisa suggested VRBO – (Vaction Rental By Owners) as be new avenue for marketing.

Currently, we're in the process of renegotiating contracts to reflect new pricing. All renegotiated prices are in effect for 2017 Calendar Year: PsychoEnergetics (15% = MINIMUM requirement, Shamans (30%) and IbME (increased rate).

Land & Building –The following ideas came out of staff brainstorming over Community Weekend and from staff suggestions:

Additional Housing “Small Housing” or Cabins for lodging; meeting space expansion at Yurt site; pond renovation to beach to bring it to amenity status; kitchen expansion for larger event capacity; Center Building renovation - lobby area, increase bedroom capacity, meeting space expansion by creating larger CB meeting area; expansion/redesing of children’s playground redesign childrens and design an adult playground, which could be a unique amenity; create treehouse accomodations; renovate Summerhouse; expand and promote the Organic Garden; create a Greenhouse to produce more vegetables and sales.

Action Items:

- Paul and Kent to review previous brainstorming about maintenance issues when evaluating this year’s goals and budget
- Laurie will send Jacob’s email to Paul about contacting local therapists who may be offering retreats.

- b) **Fund Raising and Membership** — Membership is on par with last year, though an expected donation has not materialized. Efforts to reach the donor have not been fruitful.

Membership development – Lisa has been looking at the previous levels and benefits of membership and how to meld Friends of Sevenoaks with other levels. Darlene up brought membership with Helpers and will reach out by email to encourage Helpers to discuss with their workers about the intangible benefits of membership. Lisa will review Karen's related notes.

There is a need in the short term, to work through this by the end of May to prepare for the Annual Membership Drive. **Action Item:** Darlene, Paul, and Lisa to get proposal to be vetted through email, for both the short term and long term for strategic plan.

Questions: how are we capturing information and managing data with new members

Answer: they are added to primary database, get Acorns and other mailings.

- c) **Finance Committee** — We have an active, busy and engaged committee. Between Mary Price, WO Mills and Steve, we have a team with expertise and they're doing a great job.

The BOT has transitioned from a modified cash to a modified accrual basis. The group has redone finances for FY 2016 and it now looks a lot worse than when we ended the year because of payroll adjustment. It's a consequence of moving to accrual. Steve is retooling his sheets; it's a difficult transition; and now we're coming out of the woods

Our FY 2016 loss increased to 52,000. However, we will show an approximately \$35,394 profit for FY 2017. We are close to break even on rentals, the closest we've ever been. We have a bigger base of overnight guests, which spreads out the fixed costs. The next time we will need to borrow money, if ever, will be in March 2018. New business this year is 36%; next year 22%. This is what we hope to see. We have also reduced our indirect cost per night by \$20. School income has been increased by \$35,000 based upon the number of training events held within the fiscal year. If we can increase our overnights by 3%, taking into consideration our increase rates and participation, we envision a potential profit of more than double for FY 2018 (\$94,000).

Action Item: This number will need further consideration between Mary, WO, Paul, and Steve.

The finance committee has researched the availability of additional loans if necessary and found there are funds available; however, it is hopeful these loans will not be needed based on the projections.

The IRS refund request is being sent to IRS and FY 2017 budget assumes that the \$4500 refund will be received. Staff health insurance plans are being reviewed.

Pathwork Council – The Council reviewed the PTP weekend, which was powerful. The illness did not affect the PTP group. The Helper apprenticeship program is being reviewed, as it is not producing the level of activity desired.

4) Strategic planning

a) We discussed the action plan draft (Section XV)

- i) Increase the size of rental events, to improve the profitability of each event.
 - (1) Provide clarity about what “size” refers to: # participants/average
- ii) Increase attendance at rental events, which will support the previous item.
 - (1) There is a difference between attendance and size. It means to increase the participation to help rental groups achieve their intended number of participants
 - (2) Perhaps phrase as support
 - (3) Add negative consequence – if they don’t reach their commitment, what are the consequences?
- iii) Increase the revenue per guest per night, so that more of our indirect costs are absorbed by rental activity.
 - (1) Currently happening, but needs continuation; not just limited to rates. There may be other ways to generate revenue based on # of guests per night.
- iv) Increase the number of weekday rentals, to “sell” unused inventory and increase the overall occupancy rate.
 - (1) ?
- v) Increase member participation and involvement, to strengthen the base from which we can expect donation and membership revenue
 - (1) Increase membership numbers, programs, levels
 - (2) May include Board development

Other suggestions/questions:

- Brad asked about providing extraordinary external experiences to our guests, to other markets, moving beyond our core...not our current base.
- Gardening adds to our branding
- Create an extended customer base (i.e.: Veteran base; AARP – retreats)
- Discussed the possibility of including a capital improvements plan
- Fundraising potential: receive grants to address social/environmental/concerns; bequests
- Consider what we are not going to do?

Action Items: Send input/edits to Tom. Another draft will be complete by end of week. Paul will work on ideas for implementing items.

5) Membership - see above

6) Executive Session (Trustees meet without staff)

7) Adjourn – 6:01 pm