

Mid-Atlantic Pathwork Board of Trustees

Monday, October 30, 2017, 3:30 - 6:00 pm

Attending: Tom Hubbard, Laurie Harris, Kent Peterson, Darlene Rollins, Brad Smith,
Paul Klinger

1) Attunement, invocation, check-ins.

2) Future meeting dates (and recorders)

- a) November 27, 3:30-6:00 (Brad)
- b) January 5, 2018 3:30-6:00 (Kent)
- c) February 26, 2018, 3:30-6:00 (Darlene)
- d) March 26, 2018, 3:30-6:00 (Laurie)**

3) Reports

a) Operations

Paul shared new comments on Google Review and asked for all BOT to consider leaving a review to improve our online presence.

Center Director Activity

- 1. Virginia Linen replaced with Staunton Steam Laundry since VL continues to fall short on promises to improve service and quality of linens. They've notified by certified letter of intent to cancel contract due to breach of contract. This comes after ongoing previous communication and Paul expects no pushback. New vendor has good service reputation.
- 2. Gearing up for Fall Fund Raising Campaign – separate report later in agenda
- 3. Capital Improvement: Reviewing cost of cabins – Discussed later in agenda
- 4. Filling in for Gretchen who's been on leave, performing on-site customer service, sales support and logistics
- 5. New customer from cold calling campaign: UVA Contemplative Sciences (40)

Center Rental Sales

- 1. 5 New Events (\$31,302) for next year with only 1 exclusive use weekends for FY 2018 remaining
- 2. In FY 2017, 6 of the 12 months reflected all time high revenues. In FY 2018, five of the next 9 months will surpass those revenues.

Maintenance

- 1. Planning and drafting of Capital Improvement options: staff building/ welcome center and cabins
- 2. Phase 1 of kitchen remodel – close off Kitchen extension
- 3. New cabinets in Holly House restrooms to replace curtains
- 4. Walk-in refrigerator failures required contracting with outside service to replace compressor. Expected cost: \$2,000 which can be paid on extended plan (50% on completion, 25% at 30 days, 25% at 60 days)
- 5. Driveway resurfacing – regular maintenance for improved drainage
- 6. Repaired 4 CB Down couches structurally to improve comfort and extend life.

Grounds

1. Tractor repairs completed in-house
2. Fall harvesting has been completed and fall planting begun (flowerbeds, seeding, fall greens)
3. Staffing costs will start to decrease due to seasonal needs

Kitchen: All hands on deck for Kitchen duty due to 30 day stretch of 3 meals/day service.

Housekeeping

1. There have been 7 Switchovers, 6 same-day or one-day involving of an average of 30 beds
2. HK team's "can-do" attitude has contributed significantly to increased business and improvement in the bottom line. Other 7oaks staff have also participated in switchovers to meet demand
3. Anticipating Inventory reconciliation challenges due to poor recording keeping by VA Linen. Must settle for transition to new linen company

*Brad - suggested recognizing everyone's efforts by purchasing and delivering flowers/roses from Costco.

Financial Report

Center Rentals Budget: \$538,299

Center Rentals YTD: \$537,254 (99.81%)

We have a couple of small openings for additional rentals

October 2017 Notes

Highest Revenue on Record	\$92,677	(\$75,499)
Highest Room Nights on Record	880	(825)
Most Meals Served on Record	2,616	(2,362)

1. Awesome records, averaging \$105/night influenced by rate increase for Shamans that took effect this year.
2. Tom acknowledged it was great to see everyone in full tilt; how can we create this more often? Recognition: How can we recognize staff? Perhaps lunch; imprinted hoodies? Discussed possibilities. No final decision.

Rental Policy

1. Brad express reservation about tone. Offered to revise and circulate by email by next meeting.
2. How will we use the policy? Does everyone need to agree with PW exactly?
3. Policy doesn't need to be flaunted. Agreed it's important to get it right.

b) Membership Report

1. Laurie requested staff liaison to work with around membership data. Paul will connect Laurie with Mary/Teresa.
2. Had conversation last month with Darlene and Julia has expressed interest in having conversation about membership. Brad shared perspective that Membership is not a fund; suggested "free" membership.
3. Concern of PW – What happens to membership fees; there is fuzziness about this issue that deserves consideration.
4. Tom connected work around Membership to Board Development and the need for more people to involved with membership development. Laurie noted that the membership section of Strategic Plan involves developing a membership committee.

c) Fundraising Committee

1. Paul asked for feedback from BOT about graphic for mailer. It's a foldout, not a letter. We agreed we like the Grow with Us messaging
2. Donors will be able to choose how they would like their contribution applied: ex. Grounds, Buildings, Capital improvements, Services/Amenities, Scholarships, Kitchen etc.

d) Finance Committee

1. The following reports were part of the Meeting Folder and were discussed as needed:
 - a. Sept. 2017 Finance Committee Report to Board
 - i. Center achieved 100% of rental budget goals.
 - ii. Describes relevant metrics to track, monthly, quarterly, annually
 - b. Q1 Report to Finance Committee
 - i. Q1 revenue down – Aug. – two cancelations; Sept. - 6 groups with low occupancy
 - ii. Good growth in ADR
 - iii. REVPAR down almost 20%
 - iv. Under budget in Q1 though year-end projects show numbers are there.
 - v. Questions: Q4 realistic? Where are shaky areas? Paul shared new rental group new to East Coast, renting in Dec. 2017. However other rentals are reliable. Expressed confidence in Dec. projections.
 - c. 2017 10-19 Dashboard
 - i. Salaries higher than budget; Paul to research and noted salaries are spread over 12 months, not actual monthly projections
 - ii. Balance sheet – meet minimum goals for cash availability
 - iii. NET change in reserve due to operational loan to be returned to reserve
 - iv. Sheets P&L and P&L provide more detail
 - d. Rental Agreement document: Deposits and Cancellations summary 10-30-17.doc
 - i. Revision work in progress

e) Council Report

1. Helper retreat offered by the Guild
2. Reported on new TP classes and new students joining existing classes
3. Currently recruiting for new programs
4. Council is coming into an "Elder" space and is longing to look at deeper dynamics of "holding."
5. Council is planning a retreat and Darlene will ask if there might be an opportunity to have a combined Board/Council meeting

4) New Board Members

1. Committee – Laurie, Brad, Tom, Kent
2. Set date at end of meeting

5) Strategic Planning

1. No change to docs; Tom working with Council on PW section
2. Review schedule December: #1-5 Financial; #6 Center Director; #7 Laurie/committee; #8 how to assign?
3. Paul to include and reference objectives in reports.
4. Capital Expansion Expenses - Paul

- a. Document – *First Pass at Capital Expansion Expenses and Revenues.docx*
Capital Expansion Initiatives
- b. Discussed yoga studio, modular office space, campsites/cabins, converting CB down to staff offices and converting existing office to bedrooms (+9/10)
- c. Groups want more space for meeting; meeting space may be higher priority than bedroom space.
- d. Delete option C because of noise issues
- e. Reviewed Construction costs/revenue opportunities
 - i. Consider year lag time for revenues; therefore we will carry cost for a year (Brad). Should prepare to carry cost (borrow from bank?)
- f. BOT agreed we should continue to discuss Capital Improvements.
- g. Finance committee to do some analysis.

6) Executive Session (Trustees meet without staff)

7) Adjourn – 6:05 pm