

# Mid-Atlantic Pathwork Board of Trustees

Friday, January 5, 2018, 3:30 - 5:35 pm

## Minutes

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

### 1. Meeting Dates

- a) Next meeting will be February 26, 2018 from 4:00-6:00 PM (Darlene recorder).
- b) Currently on books are March 26, 2018, 4:00-6:00 (Laurie); April 23, 2018, 4:00-6:00 and May 28, 2018, 4:00-6:00
- c) Subsequent meetings may be scheduled based on availability of new Board members (poll will be taken).

### 2. Center Operations Report - Paul

- a) Paul reviewed a written report of Center operations, sales-marketing activity and results (see attached).
- b) He also provided a 2<sup>nd</sup> Quarter Revenue report showing significant improvements from FY 2017 to current year for occupancy rate, average daily revenue, revenue per available bed, and total revenues. Year to date comparisons showed equally positive results, except that occupancy has dropped slightly due to August cancellations. Rental income for current year is project to be \$36,160 over FY2017.

### 3. Fundraising Report – Paul

- a) Paul reported a steady flow of small donations in response to the December campaign using email, letters to current members, and website. Past large donors have pledged to continue support. Paul intends to maintain a year-round campaign.

### 4. Membership – Laurie

- a) Membership data have been gathered from Mary and Paul. Laurie is hoping to work with an incoming Board member on a new membership campaign.

### 5. Finance – Kent

- a) Kent reviewed the December 14 Finance Committee meeting agenda and provided a detailed financial report. He reviewed the first page, which shows a “Dashboard” of Financial Highlights. YTD revenues show a surplus of \$16,883, compared to \$29,355 budgeted. The shortfall reflects contributions, membership and center rentals being under budget, and staff salaries exceeding budgeted amounts. Paul has reviewed each department’s salary expenditure and is taking corrective action. He assures the Committee that projected YE finances are in line with budget.
- b) Holiday bonuses were approved for staff; Paul indicated everyone was delighted and appreciative to receive these well before Christmas.

c) The IRS may be refunding a 2015 penalty for an allegedly late tax return.

#### **6. New Board Members – Tom, Kent, Laurie, Brad**

- a) The Board committee reviewed many nominees, evaluated resumes, and interviewed candidates for the Board. , and proposed four candidates for immediate appointment to the board to fill existing vacancies. They are
- b) A resolution was made ***“to appoint to the Board of Trustees Tilghman Broaddus, Rixie Dennison, Claire Kelly, and Kimberly Middleton to fill existing vacancies. These members shall serve until the next Board elections.”***
- c) The Board developed a plan to facilitate new members coming on board. Tom will notify new members, after which each will be contacted by a Board member who will serve in the role of “mentor.” We hope to have a short meeting of as many as can attend at the February 24-25 Community weekend. Paul will provide a Sevenoaks overview and Kent will conduct financial orientation during February-March.
- d) The Board plans to conduct elections during 2018 in accordance with the Bylaws. Other interested MAP members will be invited to step forward as candidates. One or more current Board members could drop back to “ex-officio” status to allow additional members to be added.

#### **7. Policy Adoption: Conflict of Interest, Whistleblower**

- a) Draft policies were reviewed and discussed by the Board. Comments will be sent to Tom, who will present revised policies for adoption at the next Board meeting.

#### **8. Executive Session**

- a) Trustees held a brief executive session. Some wording changes were also suggested to the Draft Strategic Plan for Sevenoaks. Tom will incorporate these changes into the current version.

#### **9. Adjourned at 5:40 PM**

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### Strategic Plan Objectives

1. Increase the size of the annual *operating surplus*, so that we can:
  - a. Improve compensation and conditions for staff.
  - b. Improve the amenities of the facility to create the possibility for guests to have an extraordinary experience.
  - c. Fund development of Pathwork programs.
  - d. Reduce our debt and develop a reserve fund.
2. Increase the *size* (in number of participants and duration) of rental events, to improve the profitability of each event.
3. Increase the number of rental events that meet or exceed *target attendance* levels.
4. Increase the *revenue per guest* per night, so that more of our indirect costs are absorbed by rental activity.
5. Increase the number of *weekday rentals*, to “sell” unused inventory and increase the overall occupancy rate.
6. Improve amenities to *enhance Extraordinary Guest Experience*.
7. Increase membership and *member participation* and community involvement, to strengthen the base from which we can expect donation and membership revenue.
8. Strengthen the *MAP Board* by increasing the number of Trustees who can bring ideas, energy, skill, resources and wisdom to the Board.