

Mid-Atlantic Pathwork Board of Trustees

Meeting Notes: Wednesday, June 26, 2019, 3:30 - 5:30 pm

Recorder: Kimberly

1) Center Operations — Paul

- i) Center operations report – Revenue growth, operational opportunities, preparation in case of power outage. Rebidding all insurances (health insurance, liability Insurance, worker’s comp). Paul and Kimberly Klinger attended training for social media from Department of Tourism.
- ii) Sharon Rothbaum (Finance Manager) has decided to resign. Wants to do more high end accounting, job has too much administrative work for her. Reposting job, got feedback from her about job posting. Reviewing candidates, conducting interviews this week, two phone interviews (better candidates in this round). Five interviews this week. Meeting with Board members possible next step. May bring back Mary to do training.
 - Paul: Doing interviews for 6 candidates, would anyone like to speak to candidates via phone or face-to-face? (Brad, Kent, and Kent suggested WO, Tom-offered if needed)
- iii) Assessing pricing policies for Pathwork events for 2020. Tom and Brad taking the lead.
- iv) Sales-marketing activity and results Center Rental Sales: Gretchen Comer & Paul Klinger
 - (1) 2 New Events in FY 2019-\$4,564 in June; 7 new events in FY 2020 -\$27,764; and 1 new event FY 2021 -\$4,600
 - (2) Revised center revenue projections \$\$547,489, 4% above revenue projections. Have had 3 of largest events bring in their totals. Waiting to see where largest event comes in at this weekend.
 - (3) Going to hit 100% of sales goals
 - (4) Revenues for next fiscal year \$415,871. This time last year number was \$346,382. Year over year advance sales increase -\$69,489, even though lost 2 events earlier this year
 - (5) Staff at max capacity, 9 events in June, now through Friday, about \$62K in revenue. Concerned about staff burnout. Housekeeping/kitchen at full board. Grounds and maintenance trying to keep up. Need to do landscaping while participants here as there are only 4 days this month when no one on site.

Questions:

Rixie: Were they able to make up the numbers because more people came?

Paul: We had been pushing groups to do more marketing and social media marketing. Either through using their own marketing platforms or using Sevenoaks, smaller groups that are normally around \$4-5k were coming up to \$5-8k. IMCW sold out camping and lodging spaces.

Rixie: Is this because staff has been pushing this? Or is it because Sevenoaks has done marketing for them?

Paul: Both, we don't want to get into the position of being responsible for marketing for them, but we do want to facilitate.

Kent: Can you give examples of how you offered support?

Paul: Kimberly has been putting stuff on Instagram, if she puts it on social media that has five times more visibility. For example 'Diamond Approach' has a website, they create an event on Facebook and Instagram, then Sevenoaks events ties back to their website. We have over 2,000 followers. If you pay Facebook \$40 they will boost an event, which goes to thousands of people. Also, we are seeing more people going directly to our Events page, which means they must have it bookmarked. We are pushing for our branding to be like Omega or Kripalu where people come to our website to see what's going on.

Rixie: Here's a suggestion Sun and Moon yoga studio, each Thursday they have a Facebook posting for what's happening over the weekend. What if Sevenoaks showed what's coming up a month ahead of time, just a list, then a link for Facebook and Instagram?

Brad: With Rixie's skill in marketing, suggest an advisory committee charged with consulting about things of this nature.

Paul: Not in favor of a new committee at this time. OK to talk with Rixie as needed to brainstorm.

2) **Membership & Fundraising** — Brad

- i) Membership is taking more follow-up than hoped. Both Keith and Beth have offered to follow-up. We have about 81 members; about half of members are Helpers. So far, about 30 members have signed up. May or may not make budget, but will be close. One large contributor who has not yet responded.
- ii) As soon as renewals complete, will work to recruit former members to rejoin.

3) **Finance Committee** — Brad

- i) Reports
 - Mid-Atlantic business plan 2020 - Sevenoaks must operate at an annual surplus sufficient to rebuild depleted reserves, provide long term working capital, repay debt incurred during run up to sustainability, and fund capital reserves, replacements and additions. It is crucial that the operation be managed to generate at minimum a small surplus every year on a dependable basis for the foreseeable future. The operation is a small business employing approximately 10 full time equivalent people, and generating approximately \$700,000/yr. of gross revenue from all sources, including contributions and memberships
 - Strategy - Operational modifications are broken out into four categories: 1. increasing revenue, 2. cost reduction initiatives, 3. create cost reduction opportunities, 4. Provide supportive oversight to the Center Director (Board)

Increasing revenue:

- Review current procedures to ensure best coverage of inquiries and marketing to attract more potential high value guests. Fundamental change in the way people decide if they are going to come to Sevenoaks, based on internet searches versus telephone calls in previous years. One of the marketing issues in the past was having good phone coverage, now internet coverage more important.
- Rates - Paul wants to look more closely at rates and pricing policies. Unsure if we are charging the right amounts, may need to do some more market analyses.
- Establish Friends of Sevenoaks program - fundraising for those who love the experience of coming to Sevenoaks. Need to determine what they would like to do and at what level.
- Evaluate hosting of Major Events -Take a hard look at Sevenoaks' recent history of program development and hosting.

Cost Reduction Initiatives

- Evaluate Health Care Benefits - provide the best health care coverage possible within the limits of what MAP can afford. This figure has been set at a maximum \$25,000/yr for fiscal 2020 to include all health care and dental cover now provided. This compares to an estimated cost for fiscal 2020 of in excess of \$40,000/yr under our current cover.
- Rebid property and liability insurance. Director to work with Managers to seek potential staff savings.
- Review workman's comp insurance to assure employees are properly classified to have minimum insurance rates

Provide supportive oversight to the Center Director

- Develop and enhance operating policy and procedure improvements begun as "Guidelines –Pathwork Program Financial Management" as part of business plan and budget process
- Establish a methodology for: a) determining; and b) funding replacement and major repair reserves for the buildings and large equipment at the facility. Establishing financial priorities –need to get a generator.
- Evaluate current rental occupancy trends and develop an estimated practical rental income maximum based on our experience of the past three years and possible improvements to center presentation and utilization. Working with Pathwork to make sure comparable to other events.
- Sevenoaks as a brand and entity is largely reliant on the internet. Lead generation, prospecting and qualifying leads is often done via electronic mediums. Optimum use of internet, social media and email are vital for providing information to the public and prospective guests. Also the internet

is vital in maintaining our brand awareness and keeping us on top-of-mind with current customers and potential new clients. Emerging potential of personal retreats: Airbnb, VRBO, cabins, personal stays. (Tom: regeneration -when on website sign up for newsletter, etc, doesn't currently show up. Paul: there is a messenger button but interfered with the backend of website, so it was taken down, with reevaluate)

- Where Pathwork is headed: (Brad) the business plan focuses on facilities, need a similar plan for program/Council/Pathwork, need to engage Beth and other Helpers to develop a business plan for the next year. Probably not coming for a couple of months.

ii) Update on 2020 budget

- Previous years used to estimate FY2020, rental income flat for last 2 years going into next year. Compared to relationship between business already booked and yet to be found last year, this time last year were under the assumption we could book additional rental income. We have been fortunate this year despite cancellations. This is not repeatable as it has required all of Paul's focus. We have agreed would not push revenue line to break even, but instead will focus on costs.
- This is a small business that has to live within the revenue that's available, three things included in cost:
 - can afford \$25,000 per year for health insurance.
 - with losses this year, can't offer salary increases.
 - reviewed what we are spending for other salaries/activities.
- We currently show a surplus of approximately \$27,500 for the budget.
- Last year's solution was for Paul to take a cut in salary. The budget is not ready for the Board until we have Paul's salary and compensation recommendations. Plan to have something by July/August, currently still an operating document.

iii) Proposals/Resolutions (Brad has two resolutions): Board-directed fund for web site development, and gratitude for WO Mill's support and contribution

- (1) Board Designated "MAP Program Web Site Fund": Brad proposed a Board of Trustee resolution for a designated fund that will receive contributions allocated to website. Brad had an interview with a website developer, sees that we are not prepared to support a developer yet. Interviewing another candidate. Would be an approximately a \$6-10k expenditure, will have to fundraise for that Board designated fund. (Tom moved, Brad second, all in favor, no opposed- motion carries.) See text of the resolution below.

(2) Other: A resolution was passed thanking WO Mills for his support and contribution – requesting to cut fee in half. He already provides services at huge discount. He deserves a note of appreciation for the generous donation of services to Sevenoaks. The Board voted to approve a statement to be drafted by Brad expressing our gratitude to WO for his contribution. (Kent moved, Brad second, all in favor, no opposed- motion carries)

4) Board Development, election 2020 (Claire)

- We are still recruiting, came up with list of people to approach, each reached out to 3 people. Some said no, but discussions continue with several others. There are 6 more people on the list, and Claire has drafted a letter to send out to anyone in the Pathwork community and to the Helper Google group.
- Questioned if we need to limit to those in this region? No objection to someone from outside of the region.
- Kent: Claire has done a wonderful job of pulling this together. Have a good list of candidates.
- Tom & Brad: election should occur in early August if possible, but this is not strict requirement.

Mid-Atlantic Pathwork

Board of Trustees Meeting, June 26, 2019

Board of Trustees Resolution

Board Designated “MAP Program Web Site Fund”

Resolved, that this Board of Trustees establish a Board Designated Fund called the “MAP Program Web Site Fund” for the purpose of supporting the development and maintenance of a MAP Program Web site. The Web Site developed using the proceeds of this Fund shall be focused primarily on disseminating information about Mid-Atlantic Pathwork programmatic activities, workshops, and Helper resources. It will engage and encourage site visitors to explore those activities further. Contributors may restrict their contributions in whole or in part to this fund by written directive accompanying such contributions. Contributions to this Fund shall be used solely for the payment of out of pocket costs of developing and maintaining the MAP Program Web Site and for no other purpose, subject only to future formal Board of Trustees action changing such designation. The cash balance of this Fund may be comingled with other Restricted Funds of MAP that are invested in a money market account or similar low risk liquid investments, but shall not be comingled with the general operating funds of MAP. Pathworkers and Helpers involved in the development or management of this Web Site may be reimbursed from the Fund for their out of pocket expenses with customary documentation but shall not be reimbursed from the Fund for their time, unless they are acting in a professional capacity as part of their customary primary occupation as web site developers or managers. The Fund shall be shown separately in the balance sheet of MAP. Fund activity shall be subject to periodic review and approval by the Finance Committee, who shall report at least annually to the Board of Trustees that Fund receipts

and disbursements for the year complied with the requirements of this Resolution or shall state why this is not the case and shall then state actions taken to correct exceptions.

A copy of this Resolution shall be furnished to the Sevenoaks Executive Director for inclusion with the MAP Accounting Procedures.

Approved,

June 26, 2019