

**Mammoth Lakes Foundation Board Meeting
Saturday, April 28, 2018
Mammoth Lakes Foundation Library
100 College Parkway, Mammoth Lakes, California 93546**

www.mammothlakesfoundation.org

(8:15am) Light Refreshments

(8:30am) Board Member / Associate Directors Roll Call

| | | |
|---------------------------------|--------------------------------|---------------------------------|
| *Dave McCoy - Founder | *Gary McCoy - President | *Gary Myers – Board Chairperson |
| *Shields Richardson – Secretary | *Luan Mendel - Treasurer | *Evan Russell - CEO |
| *Bonnie Colgan – Business Owner | **Stacey Bardfield | **Deborah Hess |
| **John Bush | **Bob Byers, Jr. | **Judy Bornfeld |
| **Jack Copeland | **Sandi Forstenzer | ***Dan Holler - TOML |
| ***Matt McClain - MLR | ***Jill Board – CCCC President | ***Lois Klein – MUSD |
| *** Deanna Campbell – Director | ***Stacey Adler – Mono County | |

(* / Executive Committee: ** / Director: *** / Associate Directors)

(8:35am) Administrative Items

1. Approve any additions to the Agenda
2. Approve the MLF Board Meeting minutes of December 2, 2018 (Att #1)
3. (5 min) Approve the Consent Agenda (Att #2)
4. (15 min) Review and consider accepting the Communications Audit Report and the associated next steps as presented by MLF Marketing Director Aleks Gajewski (Att #3)
5. (15 min) Review and consider accepting the Capital Campaign Framework and the associated next steps as presented by Development Director Betsy Truax (Att #4 & #5)
6. (15 min) Review the roles and responsibilities of the MLF Board in the execution of a capital campaign. (Att #6, #7, #8 & #9)
7. (15 min) Performing Arts Theatre Project Update (CEO Evan Russell) (Att #10)
8. (15 min) Arts Programming Update – MLRT End of the Season Report and Mammoth Film Festival Update (Artistic Director Shira Dubrovner)
9. (15 min) Cerro Coso College Update (College Director Dr. Deanna Campbell) (Att #11)
10. Old Business
11. New Business
12. Adjourn to Closed Session
 - a. Real Property

(10am) Adjournment

To the next meeting of the MLF Foundation Board on Saturday, July 14th, 2018 at 5pm for the Annual Food & Wine Experience which is being hosted by Sierra Nevada Resort on Old Mammoth Road.

Supporting higher education and the arts in the Eastern Sierra

**Mammoth Lakes Foundation
Board of Directors
Consent Agenda Action Sheet**

Board Meeting Date: April 28, 2018

Date Prepared: April 20, 2018

Prepared by: Rich Boccia; Executive Director
Mammoth Lakes Recreation

Title: Consent Agenda Items

Strategic Alignment: All Inclusive #1 - #7

Recommended Motion:

It is recommended that the MLF Board of Directors accept the following consent agenda items that have been approved by the MLF Executive Committee on January 22, 2018, February 24, 2018 and April 17, 2018.

Background Information:

The bylaws of the Mammoth Lakes Foundation outline the general function of the Board of Directors and that pursuant to this authority, the Board has delegated its power pertaining to the management of the operations and all other activities of the Foundation to the Executive Committee. This language is outlined in section 2.1 and 4.2(c) of the bylaws.

2.1 General Function of the Board. The activities and affairs of the Foundation shall be conducted and all corporate powers shall be exercised by or under the direction of the Board of Directors (the "Board"). The Board may delegate the management of the activities of the Foundation to any person or persons (Chief Executive Officer or the Executive Director), or to any committees, however composed; provided that, all corporate powers be exercised under the ultimate direction of the Board. Pursuant to this authority, the Board has delegated its power pertaining to the management of the operations and all other activities of the Foundation to the Executive Committee, as more specifically defined and as set forth herein.

4.2 Powers. In addition to the general powers and authority vested in the Board as otherwise provided for in these Bylaws and under the laws of the State of California, the Board of Directors shall have the power:
(c) delegate its authority and powers to committees, officers, or employees of the Foundation. Any such delegation shall be revocable by the Board at any time. Pursuant to this authority, the Board has delegated to and vested all of its authority and powers in the Executive committee of the Board. The Board shall select the Executive Committee from the officers of the Foundation.

Further, the bylaws confirm the delegation of authority and the composition of the Executive Committee.

7.2 Executive Committee. As set forth in Section 4.2(c), the Board has broadly delegated its authority to the Executive Committee. The Executive Committee shall be composed of not more than seven (7) members selected from the Board and/or the Associate Directors of the Board. All Executive Committee members shall be appointed by the Chairman of the Board. The Executive Committee shall meet at least four (4) times per year.

Consent Items to be recommended by the MLF Executive Committee for approval by the MLF Board of Directors:

1. The Mammoth Lakes Foundation Executive Committee approved the following items at their **January 22, 2018** meeting:
 - a. Approved the minutes of the November 28, 2017 Executive Committee Meeting
 - b. Approved the AGREEMENT FOR PURCHASE AND SALE OF REAL PROPERTY between the Mammoth Lakes Foundation and the Southern Mono Healthcare District contingent upon the cancellation of the March 21, 2014 Letter of Intent between MLF and DSES and the development of the elements of Recital C.
 - c. Approved the cancellation of the Conditional Letter of Intent and Agreement between Mammoth Lakes Foundation and Disabled Sports Eastern Sierra.
 - d. Approved draft language for a lease agreement between Mammoth Lakes Foundation / Southern Mono Healthcare District and Disabled Sports Eastern Sierra.

2. The Mammoth Lakes Foundation Executive Committee approved the following items at their **February 24, 2018** meeting:
 - a. Approved the minutes of the January 22, 2018 MLF Executive Committee Meeting
 - b. Approved the framework for a Fund Development Strategy for MLF
 - c. Approved the Termination of Conditional Letter of Intent between MLF and DSES
 - d. Accepted the recommendation for a differentiated fee structure in the South Gateway Apartments between students and non-students.
 - e. Accepted the FY16-17 Audit Findings and Management Points.
 - f. Approved the Employee Accountability Plan with direction to research comparable positions with other non-profits with similar demographics for review by the Exec Com
 - g. Approved the contract between the Woodward Architectural Firm and MLF for their work in the Performing Arts Theatre as an element of the Mammoth Arts & Culture Center
 - h. Accepted the mid-year budget review and the associated cash reports for both restricted and unrestricted funds
 - i. Requested that members of the Exec Com complete the Board Self-Assessment Tool as an element of Board Development
 - j. Adjourned to closed session with legal counsel to discuss the present status of the lawsuit vs TB Silver Sail Entertainment, LLC.

3. The Mammoth Lakes Foundation Executive Committee approved the following items at their **April 17, 2018** meeting:
 - a. Approved any additions to the agenda
 - b. Approved the minutes of the February 24, 2018 Executive Committee Meeting
 - c. Provide the Executive Committee with a status report on the National Wounded Warrior Center.
 - d. A revised employee handbook was approved based upon legal review and updates
 - e. A Sponsorship Policy to increase the Foundation's ability to deliver services to the community.
 - f. A modified Board Governance Model was adopted to include a policy body and a patron body to support the focus on the building and funding of the theatre
 - g. Provided a Capital Campaign Status Report to the Executive Committee
 - h. Provided the Executive Committee with a MACC Status Report
 - i. There was no old Business
 - j. A roofing bid was awarded to Kenney Roofing not to exceed \$73,985 contingent upon the partnership sale between MLF and the SMHD

- k. Adjourn to Closed Session
 - i. Pending Litigation
 - 1. The Executive Committee took action to approve the settlement agreement between MLF and TB Silver Sail Entertainment, LLC
 - ii. Personnel Matters
 - 1. There was no action taken in closed session.
 - iii. Real Property
 - 1. There was no action taken in closed session.

The MLF Executive Director is recommending the acceptance of these consent agenda items that have been reviewed and approved by the Executive Committee at their two previous meeting dates of January 22, 2018 and February 24, 2018 and April 17, 2018.

Funds Available: Multiple Funding Sources

Account Number: Coding Per Project

“Supporting higher education and cultural enrichment in the Eastern Sierra”

**Mammoth Lakes Foundation
Board of Directors
Agenda Action Sheet**

Meeting Date: April 28, 2018

Date Prepared: April 16, 2018

Prepared by: Rich Boccia; Executive Director
Mammoth Lakes Foundation

Title: Communication System Audit Findings

Strategic Priority #2: Communication & Branding of the Foundation

Recommended Motion:

It is recommended that the MLF Executive Committee review and consider accepting the audit findings of our communication system in the development of communications strategy for the Foundation.

Background Information:

The MLF Board of Directors approved the Strategic Plan for the Foundation on December 2, 2017, Visions for Success 2022.

Strategy 2 of the Strategic Plan focuses on Communication and Branding of the Foundation. Our conversations as a staff over these past months have been focused on sharpening the message, creating an elevator pitch that inspires people to ask more about our work, and how to tell the story.

Our marketing director has been working with an external consultant, The Audience Group to review our present communications with the goal of auditing our work with the first phase focused on Brand Audit. The deliverables are outlined as follows:

1. Audience Segmentation Recommendation.
 - a. Detailed identification of the audience of Mammoth Lakes Foundation and each of its DBA
 - b. Recommendations on primary and secondary audience profiles and areas of opportunity to further engage these audiences
2. Brand Messaging Strategy Recommendation:
 - a. Identification of types of content that is currently heightening engagement and how the audience is using Mammoth Lakes Foundation's various websites and social media
 - b. Recommendations on how to generate more effective copy/storytelling, optimization of the various different channels of communication

You will find the attached findings that we will use for discussion and the next steps in the development of a communications strategy for the Foundation. The cost for this first phase is \$2475.

Funds Available: Yes

Account Number: 70216

Our mission is to support higher education and cultural enrichment in the Eastern Sierra

Audience Group Communication's Audit

Objective: Audit existing marketing activities and lay groundwork to increase overall donations. Focus was on target segmentation, content, and messaging.

Target Audience Segmentation

Who are our donors?

We can tap into donation opportunities with two audiences:

1. **Primary = Retained donors:** Already believe in our mission and can serve as **brand advocates**.
2. **Secondary = Cultural End Users:** prospective donors who have attended at least one of our cultural events (theatre, film festival, etc.) and are one step closer to becoming a donor.

Audience Group landed on these because they have the greatest potential to donate to MLF with slight modifications to our content and message strategy.

Messaging Audit

What we're good at: Reiterating the Who and the What.

What we can improve: Communicating the How and the Why. Donors want to know their place in MLF's story.

Recommendations included: Showing outcomes of scholarship program (in progress), sharing snapshots of the current scholarship recipients (in progress), and showing impact of donations on programming from MLRT.

We also need to improve our communication so our audiences understand the full picture on all of our initiatives.

Content Audit

Obviously divided between our two missions, but the cultural side makes up the majority of the content.

Cultural Recommendations

1. Branded Hashtags
2. Behind the scenes campaigns (MLFF/MLRT)
3. Digital Targeting to Deliver Your Message and Receive Donations

Education Recommendations

1. Show the outcomes of the scholarship programs
2. Highlight current scholarship stories
3. Donor Participation as Guest Speakers
4. **Peer to peer fundraising**

Next Steps

MLF staff is reviewing recommendations to prioritize, then implement. Some can be done by MLF staff. Others will be done with the help of Audience Group.

**Mammoth Lakes Foundation
Board of Directors
Agenda Action Sheet**

Meeting Date: April 28, 2018

Date Prepared: April 17, 2018

Prepared by: Rich Boccia; Executive Director
Mammoth Lakes Foundation

Title: Framework for a Capital Campaign

Strategic Plan Alignment #3: Project Funding, Debt Service & Operating Reserves

Recommended Motion:

It is recommended that the MLF Board of Directors review and consider approving a framework for a Capital Campaign targeted on raising funds to close the gap for the Performing Arts Theatre as an element of the Mammoth Arts & Culture Center.

Background Information:

The Mammoth Lakes community has long desired a state of the art performing arts theatre and over these past years the MLF Board and the CEO have worked tirelessly to make this dream a reality for this community.

A cadre of MLF staff members attended the Institute for Charitable Giving Seminar, The Science and Art of a Supremely Successful Capital Campaign in Chicago the week of February 20 – 23, 2018.

There were a number of sessions that provided our team with an enormous amount of information that will allow us to build a successful capital campaign. The sessions that we all attended included:

1. The New Era of a Winning Campaign where we provided with an assessment tool – are you ready?
2. The Necessary Mechanics of a Successful Campaign Plan
3. The Donor Centricity Ultimatum – The Future of Cases
4. Long Term Stewardship Strategies for ongoing Major Gift Initiatives
5. Is the Feasibility Study still Relevant?
6. Analytics – The New Tool in Fundraising
7. Transforming Annual Giving to Enhance Major Campaign Dollars
8. Leadership Is Key and The Role of the Board of Directors

The goal of this staff report is to present an overview of the capital campaign and have attached a tentative campaign timeline for your review.

Funds Available: Pending

Account Number: TBD

Framework for the Capital Campaign

The Capital Campaign for the Performing Arts Theatre of the Mammoth Arts and Cultural Center represents a unique opportunity for philanthropic donors to make a legacy gift to a significant project in Mammoth Lakes. The theatre is an integral part of the vision for the campus that advances the concept of creating and sustaining an arts and cultural district in Mammoth Lakes.

The goal of the proposed campaign is to close the gap between funds committed to the Performing Arts Theatre (Measure C, Measure U, lead donors), and the remaining funds (approximately \$5-6 million) required to complete the project including significant contingency funds. We have also been advised to anticipate a 10-15% drop in annual giving during the solicitation phase of the campaign and must plan accordingly.

The attached timeline outlines month-by-month tasks, with a few key steps highlighted below:

- **Budget** – the executive director will prepare a budget specific to the campaign including items such as collateral, purchase of a donor prospecting tool, travel and entertainment (in-house receptions, visits to probable donors).
- **Case statement** – staff will prepare inspirational copy to attract probable donors with limited review by key stakeholders
 - Contract with a graphic designer to appropriately illustrate the approved case statement
- **Identify/enlist campaign co-chairs** – volunteers who will take the lead in identifying and (with staff assistance) asking for major gifts. Ideally Dave and Roma McCoy would sign on as Honorary Co-chairs lending their name to the cause and inspiring others to give.
 - Enlist campaign committee of individuals of influence and affluence who will assist with connecting us to identified probable donors.
- **Identify key prospects** from our database, within the community, and from southern California (second homeowners)
 - Prospect research
 - Identify/purchase donor prospecting tool
 - Qualify donors based on current affinity to the Foundation, likelihood of giving to the campaign, and potential giving capacity
- **Develop gift range chart and pledge program**
 - Tools to assist in making “the ask” to probable, qualified donors
- **Role of the board**
 - Approve a campaign plan in June 2018 for anticipated opening in June 2021
 - Make a personal financial commitment to the campaign
 - Work with staff to identify and solicit committee members
 - Oversee and support campaign committee
 - Work with staff to solicit major gifts to the campaign

**Mammoth Lakes Foundation
Board of Directors
Agenda Action Sheet**

Meeting Date: April 28, 2018

Date Prepared: April 18, 2018

Prepared by: Rich Boccia; Executive Director
Mammoth Lakes Foundation

Title: Board Responsibilities in a Capital Campaign

Strategic Plan Alignment #3: Project Funding, Debt Service and Operating Reserves

Information Item:

The purpose of this agenda item is to provide background information to the MLF Board of Directors about the fundraising habits of supremely successful boards and their role in the development and execution of a capital campaign.

Background Information:

It is virtually impossible for a major fundraising drive to succeed without the leadership and support of the institution's board. Beyond the obvious fact that these individuals are carefully selected for the strengths they can bring to the institution, it is they who are the most knowledgeable about it, and who approve the most important decisions pertaining to its ongoing welfare. All other constituents look to them for assurance that the institution is on the right course, and offer their own effort, financial support and emotional commitment in the faith that the board is performing its duties at the highest levels of civic responsibility.

You know that there are many, many fundraising activities in a capital campaign. And most of these do NOT involve asking for money. Here are some of the roles board members can play in the campaign:

1. Help identify prospects
2. Figure out how to get the donor open to major prospects
3. Make introductions for you
4. Have "listening" conversations with prospects to find out their hot buttons
5. Host small socials and cultivation events
6. Make thank you visits to donor prospects
7. Engage prospects before the ask

You find the following attachments to this staff report:

- a. Fired Up Fundraising by Gail Perry
- b. The Four Key Fundraising Roles of Your Board of Directors by Joe Garecht
- c. Boards That Love Fundraising: Specific Responsibilities by Zimmerman & Lehman
- d. The Capital Campaign Timeline

Funds Available: NA

Account Number: NA

Supporting higher education and cultural enrichment in the Eastern Sierra

The Four Key Fundraising Roles of Your Board of Directors

by Joe Garecht



Far too many non-profit fundraisers approach board fundraising as if they have boards full of movers and shakers who know how to raise money, even when that's not the case.

These fundraisers and non-profit managers get annoyed and frustrated with their boards, which doesn't help anyone, including the organization itself. Acting like your board is something it isn't doesn't help, and only leads to constant turnover and frustration.

Here's the real truth about boards: any non-profit board... including yours... can be immensely helpful with your fundraising efforts. But, in order to be successful, your entire team needs to understand the proper role of the board in fundraising. I have found that there are four key fundraising roles your board members can play that will help your non-profit immensely:

The Board as Fundraising Visionaries (Leadership)

One of the primary roles of your board when it comes to fundraising is as VISIONARIES, providing leadership for your fundraising strategy and program. The board should be charting a path forward by deciding whether your organization will be growing, shrinking, or maintaining the status quo in terms of programs and services. This directly impacts your fundraising goals

The board should also be setting broad fundraising goals for the organization, in consultation with the staff, as well as making sure that there are firm deadlines behind your fundraising strategy. And, one of the most important roles of the board as fundraising visionaries is to [make sure that the fundraising program has the people, budget and other resources that it needs](#) to meet the organization's revenue goals.

The Board as Donors

The second major role of the board when it comes to fundraising is as DONORS to the organization. You've heard this before, I'm sure, but it is important to remember that [your goal as a non-profit should be to have 100% board giving](#). Every board member should be donating something to your organization every year.

100% board giving sets a good example and shows the staff, volunteers and other donors that the board is committed to the cause and to fundraising for the cause. When board giving is less than 100%, it makes donors, including foundations and other institutional givers, wonder whether something might be wrong at the organization that they don't know about.

The Board as Fundraising Ambassadors

The third and *most important* fundraising role of your non-profit's board is that each and every one of your board members should be serving as FUNDRAISING AMBASSADORS for your organization. Board members may run away when you tell them they need to fundraise, but almost every board member will agree to serve as an ambassador for your non-profit.

What does it mean to be an ambassador for your organization? It means that your board members should help you make connections with people that you don't already know. Your job, as a fundraiser, is to then cultivate and communicate with these new people that you are introduced to, and slowly walk them down the path to becoming more involved with your non-profit, and ultimately to becoming a donor.

Your board can be a huge help in expanding your donor network and building new, lifelong donor relationships for your organization – if you give them the tools, training, and motivation to do it the right way.

The Board as Fundraising Support

The fourth and final role for your board in terms of fundraising is to play a SUPPORTING role in your fundraising efforts. Board members often enjoy this role the most, as it allows them the chance to make a real impact on your organization's fundraising without the pressure of making introductions or asks.

Your board members can serve as a great support to your fundraising team in lots of different ways, including going along on fundraising meetings, making thank you calls to donors, and attending events to meet other donors in person.

The best way to ensure that your organization maximizes the fundraising effectiveness of your board is to make sure that both your staff and your board understands these four key roles. Every single member of your board can and should be playing a vital role in your fundraising efforts.

This article originally appeared as a guest post on the [Donor Path Blog](#). Photo Credit: [Jukka Zitting](#)

• NEWS

• WORKSHOPS

• TEST YOUR
NONPROFIT IQ

• SEARCH

Boards That Love Fundraising: Specific Responsibilities

(an excerpt from Zimmerman Lehman's book, *Boards That Love Fundraising: A How-To Guide for Your Board*)

A critically important part of good board management is ensuring the availability of adequate funds. What specifically should nonprofit board members do in this regard? As a nonprofit board member, you have four fundraising responsibilities:

1. To make a financial contribution to the extent of your capacity. Some board members can make only token gifts annually; others can give \$5 million. Each of you should make a "stretch" gift every year regardless of specific amount. Other funders- particularly foundations and major donors- will consider making contributions only if everyone on the board has made a capacity gift. It is much easier to ask for money if you have put your money where your mouth is!

2. To solicit contributions from your friends, relatives and colleagues. The most important reason that a person makes his or her first contribution to a nonprofit organization is that the right person asks. You should be prepared to approach the individuals on your Christmas, Chanukah, Kwanzaa, Ramadan or Solstice card list on behalf of your organization. These approaches may be for direct mail contributions, seats at special events, major gifts or planned gifts.

3. To assist with recruitment of new members to your board of directors with the clout and connections to ensure the success of the fundraising effort. In order to achieve "critical mass" when it comes to fundraising, your board must contain at least a few people of means who have the ability to make sizeable contributions and the desire to "put the arm" on friends and colleagues. "Peer-to-peer" fundraising is the name of the game.

4. To oversee your organization's fundraising efforts. As a board member, it is not your responsibility to write grant proposals or enter donor information in the database (unless you are without a staff). You are responsible, however, for making sure that your organization is pursuing funds by every appropriate means. The board mandates the preparation of a written fundraising plan and reviews fundraising activities periodically to ensure timely and comprehensive implementation of the plan.

As fundraising consultants, we have worked with thousands of board members from hundreds of nonprofit organizations, and it is rare indeed for anyone to say: "Naturally those are our responsibilities! Lead on!" We face instead a variety of concerns about each responsibility.

1. To Make a Financial Contribution to the Extent of Your Capacity First, with reference to making their own financial contributions, typical objections and complaints voiced by board members include:

"I give my time, and that's more valuable than money!"

"What difference can my small gift make to a huge nonprofit like this?"

"I serve on three nonprofit boards. How can I contribute to each one?"

While we certainly appreciate the time that board members donate, this does not replace money. If you are a consultant in the field of public health who bills at \$350 an hour and you spend five hours per month on nonprofit board work, this does not equate to \$1,750, because \$1,750 does not appear

magically in the organization's bank account. Of course volunteer hours matter-but so does money.

If your organization has an annual budget of \$10 million, why should anyone care about your contribution of \$250? Two reasons: first, the huge majority of that \$10 million may be restricted to particular projects, and your \$250 unrestricted contribution is therefore extremely helpful in meeting such mundane expenses as utility bills and purchase of copy paper. Second, your modest contribution is vitally important "philanthropic advertising." Prospective major individual donors are likely to ask solicitors from the board if they have made contributions themselves. The right answer? "Yes, and my gift was the largest I've ever made to a nonprofit organization" or "Yes, and it was a real stretch, but that's how much this organization means to me." Some nonprofit board members serve on more than one board, and their largesse is therefore spread thin. We appreciate this problem and ask only that board members do the best they can to bolster each organization's revenues.

2. To Solicit Contributions From Your Friends, Relatives and Colleagues

The very idea of asking friends for contributions fills many board members with fear and loathing. When we conduct board fundraising trainings, we always ask the following question: "How many of you would rather ask a stranger for a large gift than a friend?" Inevitably, the majority of the folks in the room raise their hands. Our response? "Ladies and gentlemen, you're going to have to get over it."

Why? Because the most important tactical issue in fundraising is access: How do you gain access to folks with money and the desire to help worthy organizations? You clearly do not have access to strangers; sending a letter to Mr. and Ms. Dinero on Plush Drive requesting a contribution is pointless unless someone in your organization knows Mr. and Ms. Dinero personally. We understand that not every board member has well-heeled friends and colleagues, but everyone knows folks who could make modest contributions. The folks whom you know will at the very least grant you an audience or be willing to read a request letter to which you have appended a personal note. As we discuss later in this book, you must learn to overcome the fears that keep you from asking your intimates for contributions.

3. To Recruit New Members With Clout and Connections to Your Board of Directors

Board members at small and medium-sized organizations are often reluctant to invite folks with money and connections onto their boards. This reluctance is equal parts fear of being intimidated and what we term "reverse chic." Current board members worry that someone with money and clout will so intimidate them that they will never again speak at board meetings. Conversely, they honestly believe that a person of means could not possibly relate to the work of their organization!

For example, one client, a small modern dance company in a large city on the west coast, called us for a board consultation. The dance company was five years old at the time of our meeting; its initial funding included grants from foundations and government agencies, as well as modest contributions from local businesses. The board was made up of dancers, choreographers and friends of the artistic director. The grants and contributions were drying up, and they needed advice on what to do next.

We suggested that they needed to raise funds from individuals, and, in order to do so, it was vitally important to expand their board. "How about asking the manager of the bank branch at which you do business to join your board?" we suggested. Their reaction spoke volumes about intimidation and "reverse chic:" "What," said one of the current board members, "could a bank manager possibly know about modern dance?"

There are two issues here. First, the bank manager is not being asked to choreograph a production; what matters is that he or she cares a great deal about dance. More important, to dismiss the idea of a banker serving on the dance company's board is to deny the board a powerful fundraising ally.

| Month | Task | Responsibility | Status | Report | Notes |
|----------------------|--|----------------|----------|--------|---|
| January 2018 | Develop statement of campaign objectives | | | | |
| | Identify capital campaign consultant | Evan | IP | | |
| | Identify potential campaign chairs | Evan | IP | | |
| February 2018 | Begin work on case support | Rich | IP | | |
| | Organize and review lead gift prospect lists | | | | |
| | Begin prospect research | Betsy | IP | | Purchased Donor Search Prospecting Software |
| | Identify prospective campaign committee members | MLF Team | IP | | Invites to the Match 8th Event |
| | Enlist campaign chairs | | | | |
| March 2018 | Complete draft of case for support | Rich | Complete | | |
| | Invite insiders to review draft | Rich | IP | | To be reviewed by MLF Staff and Exec Com |
| | Begin to enlist campaign planning committee | | | | |
| | Develop gift range chart | | | | |
| April 2018 | Finish enlisting campaign planning committee | | | | |
| | Fine tune case for support | | | | |
| | Schedule campaign planning committee meeting | | | | |
| | Develop preliminary campaign plan | | | | |
| | Campaign planning meeting #1 | | | | |
| May 2018 | Campaign planning committee meetings #2 & #3 | | | | |
| | Begin prospect rating sessions | | | | |
| | Complete campaign plan | | | | |
| | Inform staff about campaign plan | | | | |
| | Enlist campaign steering committee | | | | |
| | Develop campaign logo and letterhead | | | | |
| June 2018 | Present campaign plan to the board | | | | |
| | Begin to solicit campaign chairs and committee members | | | | |
| | Enlist board solicitation committee | | | | |
| | Begin regular steering committee meetings | | | | |
| July 2018 | Organize lead gift division | | | | |
| | Rate lead gift prospects | | | | |
| | Prepare materials for lead gift solicitation | | | | |

| Month | Task | Responsibility | Status | Report | Notes |
|-----------------------|---|----------------|--------|--------|-------|
| | Plan board solicitation | | | | |
| | Prepare material for board solicitation | | | | |
| | Plan fall donor cultivation events | | | | |
| August 2018 | Organize campaign steering committee | | | | |
| | Begin soliciting lead gifts | | | | |
| | Organize board solicitations | | | | |
| | Design campaign e-report for volunteers | | | | |
| September 2018 | Continue soliciting lead gifts | | | | |
| | Begin soliciting board gifts | | | | |
| | Organize special events committee | | | | |
| | Organize PR materials committee | | | | |
| | Develop campaign communications plan | | | | |
| October 2018 | Continue soliciting lead gifts | | | | |
| | Continue soliciting board and committee gifts | | | | |
| | Plan staff solicitation | | | | |
| | Begin monthly campaign e-reports | | | | |
| November 2018 | Continue all solicitation | | | | |
| | Begin to organize midlevel gift divisions | | | | |
| | Continue work on lead, board and staff gifts | | | | |
| December 2018 | Complete board solicitations | | | | |
| | Complete enlisting volunteers for mid level divisions | | | | |
| January 2019 | Follow through on unfinished lead gift and board solicitation | | | | |
| | Begin soliciting midlevel gifts by division | | | | |
| | Plan spring cultivation events | | | | |
| February 2019 | Continue work on lead gifts | | | | |
| | Continue soliciting mid level gifts | | | | |
| March 2019 | Continue work on lead gifts | | | | |
| | Continue soliciting mid level gifts | | | | |

| Month | Task | Responsibility | Status | Report | Notes |
|-----------------------|--|----------------|--------|--------|-------|
| April 2019 | Continue work on lead gifts Continue soliciting mid level gifts | | | | |
| May 2019 | Follow through with donors and volunteers Begin to plan campaign kickoff Recruit solicitation for final wave of personal solicitation | | | | |
| June 2019 | Plan media approach for campaign kickoff Continue work on all solicitation | | | | |
| July 2019 | Campaign Newsletter #1 Take A Vacation | | | | |
| August 2019 | Complete plans for campaign kickoff Complete all lead and board gifts Plan for last round of personal solicitations | | | | |
| September 2019 | Campaign kickoff Begin next wave of solicitations | | | | |
| October 2019 | Complete solicitations of lead and midlevel gifts Send broad base solicitation by mail, email, text or phone Campaign newsletter #2 | | | | |
| November 2019 | Begin wrapping up all loose ends Start celebrating successes | | | | |
| December 2019 | Plan for spring campaign celebration Tie up all outstanding solicitations Campaign newsletter #3 | | | | |
| Spring 2020 | Develop and install donor recognition plaques Celebrate with campaign staff and volunteers Conduct public celebration Produce final campaign report | | | | |

**Mammoth Lakes Foundation
Board of Directors
Agenda Action Sheet**

Meeting Date: April 28, 2018

Date Prepared: April 16, 2018

Prepared by: Rich Boccia; Executive Director
Mammoth Lakes Foundation

Title: MACC / PAT Project Update

Strategic Plan Alignment #5: Arts & Culture Programs

Information Item:

The purpose of this agenda item is to provide a status report to the Board about the Performing Arts Theatre as an element of the Mammoth Arts & Culture Center.

Background Information:

The Performing Arts Theatre is intended to serve the residents and visitors to Mammoth Lakes as well as Cerro Coso Community College and the adjacent Mammoth schools, hosting music, drama, dance, film, and assembly events at a very high professional level. It will host the Eastern Sierra Symphony, Felici Trio and Chamber Unbound, Mammoth Repertory Theatre, and Sierra Classic Theatre.

The concept design features an attractive building, appropriate to its surroundings and with excellent exterior amenities, but the design emphasis and resources are being concentrated in the use and capabilities of the state-of-the-art theatre space.

Our design team consists of the following professionals:

- Evan Russell – Project Planning and Development
- Bruce Woodward – Woodward Architecture
- Rose Steele – The Ruzika Company
- David Conant – McKay, Conant & Hoover, Inc.
- Bill Blake – AMS Planning & Research
- Steve Noll – Design Workshop

This team met and took the lead with a presentation on Thursday, March 8th to a group of identified Ambassadors in order to provide a progress report about the project that was well attended and well received by the attendees.

The goal of this staff report is for our CEO to provide a status report about the project to the Board of Directors.

Funds Available: Capital Campaign

Account Number: TBD

Supporting higher education and cultural enrichment in the Eastern Sierra

MACC Project Cost Options/Estimates

| Project Options (assume Fall 2018 start) | | Rider Levett Bucknall | 01.01.18 |
|--|--------|--------------------------|--------------|
| Project Square Footage, 1st & 2nd floors | | 21,502 | 21,800 |
| Construction Cost, Net Trade Cost Current Dollars | | | |
| May 2017-Probable Cost | \$476 | \$10,234,952 | |
| Revised Cost by 5% | \$500 | | \$10,900,000 |
| Total-Building & Sitework | | \$10,234,952 | \$10,900,000 |
| Construction Contingency-remote location, phasing, and potential escalation beyond projected start date, change orders | 5% | \$511,748 | \$545,000 |
| Design Evolution & Cost Estimating Allowance | 2% | \$204,699 | \$218,000 |
| TOTAL -Building, Site, Contingency | | \$10,951,399 | \$11,663,000 |
| Features Not in Construction Estimate | | | |
| PV systems | | \$200,000 | \$200,000 |
| FF&E | | \$200,000 | \$200,000 |
| Audio/Visual/Sound/Lighting/PA | | incl | incl |
| Telecom/Data Systems/Access & Security | | incl | incl |
| Institutional Equipment-Draperly/Rigging/Projection Screen | | tbd | tbd |
| Total | | \$400,000 | \$400,000 |
| Estimate of Probable Construction Cost Total | | \$11,351,399 | \$12,063,000 |
| Construction Management & Administration | months | amount | |
| General Conditions | 18 | \$65,000 | \$1,170,000 |
| General Conditions | 18 | \$65,000 | \$1,170,000 |
| Overhead & Profit From Total Probable Cost | | 6% | \$681,084 |
| Overhead & Profit From Total Probable Cost | | 6% | \$699,780 |
| Total | | | \$1,851,084 |
| ESTIMATED TOTAL CONSTRUCTION COST | | \$13,202,483 | \$13,932,780 |
| Project Soft Costs (% of Probable Cost Total) | | | |
| Architectural, Engineering & Design Fees | 8.00% | | \$965,040 |
| Speciality Consultants | 2.00% | 1.00% | \$120,630 |
| Insurance-Builders Risk | 1.25% | | \$150,788 |
| Town Planning, Design Review, Permits, CEQA | 2.00% | 2.00% | \$241,260 |
| Contingency | 6.00% | 5.00% | \$603,150 |
| TOTAL | | | \$2,080,868 |
| ESTIMATED PROBABLE COST-"PAT" | | \$15,387,627 | \$16,013,648 |
| Project Additions & Administration | | | |
| Administrative-Project Management , Marketing, Legal, Capital Campaign | | \$250,000 | \$250,000 |
| Storage Building, Workshop & Equipment | | \$500,000 | \$500,000 |
| Parking, Lighting, Landscapping, Signage | | \$1,000,000 | \$1,000,000 |
| Edison Theatre Upgrade/Offices | | \$150,000 | \$150,000 |
| Outdoor Amphitheatre | | \$100,000 | \$100,000 |
| Total | | \$2,000,000 | \$2,000,000 |
| ESTIMATED PROBABLE COST-"MACC" | | \$17,387,627 | \$18,013,648 |

Dave's Scholars

ESCC staff have really appreciated working with Rich and the entire MLF staff in support of CCCC students. The student-focused philosophy is tremendous! We believe that the monthly brunches has done more to build the cohort than anything we have done previously. Thank you for that initiative and supporting it. It is a meaningful way to connect with students and keep them connected to both MLF and ESCC.

Enrollment Fall 2018

Open registration for Fall 2018 began Wednesday, April 18th. As of the first day of open registration ESCC had reached 30% of total FTES from last fall. We attribute this strong early enrollment to our re-vamped efforts to reach out to high school seniors. The ESCC team visits 12 of the 14 high schools in the Eastern Sierra five times every spring semester to complete the matriculation steps and meet individually to plan each student's education. We are planning to enhance our outreach by expanding our outreach to the fall semester, as well.

Concurrent Enrollment (HS)

For fall 2018, we have approximately 140 concurrently enrolled high school students in Inyo and Mono counties; 103 of those students are from Mammoth High School. Total enrollments for all concurrent students are approximately 180 enrollments. We are anticipating two Mammoth High School students earning their associate degree this year from Cerro Coso a month before they graduate from Mammoth HS.

Student Awards

We are hosting a Student Awards Luncheon on Tuesday, May 1st 12:30-1:30PM. Of note, there are 12 students graduating from Cerro Coso this year who have earned a cumulative 4.0; 6 of those students are ESCC students, and 3 are from Mammoth!

Graduation

MLF will be hosting a Grad Brunch on Friday, May 4th at 10AM for scholarship students. ESCC will be hosting a Grad Lunch for Native American students on May 4th at 1PM. ESCC's graduation will be at 5:30PM on Friday, May 4th on the Bishop campus. We will have 67 graduates earning 95 certificates and degrees. MLF is donating the graduation regalia.



Deanna Ing Campbell
Director - Eastern Sierra College Center
Cerro Coso Community College