

**Mammoth Lakes Foundation
Board of Directors Meeting
Saturday, June 22, 2019 @ 9:30am
Mammoth Lakes Foundation Library
100 College Parkway, Mammoth Lakes, California 93546**

www.mammothlakesfoundation.org

(9:30am) Call the Meeting to Order – Board Chair Gary Myers

(9:31am) Board of Directors

*Dave McCoy - Founder	*Gary McCoy - President	*Gary Myers – Board Chairperson
*Shields Richardson – Secretary	*Luan Mendel - Treasurer	*Evan Russell
**Stacey Bardfield	**Sandi Forstenzer	**Judy Bornfeld
**Jack Copeland		

(* Executive Committee: ** Director:)

(9:32am) Administrative Items

1. Approve any additions to the Agenda
2. Approve the minutes of the MLF Board of Directors Meeting dated March 9, 2019 and the Mammoth Lakes Executive Committee meeting minutes dated June 4, 2019. (Attachments #1 & #2)
3. (45 minutes) Review and consider the role of the Mammoth Lakes Foundation Board of Directors in the Mammoth Arts & Culture Center Capital Campaign. (Attachment #3)
4. Old Business
5. New Business
6. Adjournment
 - To the next MLF Board of Directors meeting September 28, 2019 at 9:30am.

MLF fulfills the vision of Dave McCoy to support higher education and cultural enrichment in the Eastern Sierra



MAMMOTH LAKES FOUNDATION

Meeting of the Board of Directors

Saturday, March 9, 2019 – 9:30 a.m.

Mammoth Lakes Foundation, Library

MINUTES

The Directors of the above corporation held a meeting of the Board of Directors on the above date and at the above time. The meeting was held pursuant to a Notice of Agenda given to each Director, a copy of which has been placed in the Minute Book preceding the Minutes.

The following members and directors, constituting a quorum of the Board of Directors, were present at said meeting: Stacey Bardfield, Judy Bornfeld, Jack Copeland, Sandi Forstenzer, Gary McCoy (President), Luan Mendel (Treasurer), Gary Myers (Board Chairperson), and Evan Russell. Associate Directors in attendance included Stacey Adler of Mono County Office of Education, Ken Brengle of Mammoth Lakes Chamber of Commerce, Deanna Campbell of Cerro Coso Community College, and Dan Holler of Town of Mammoth Lakes. Staff in attendance: Rich Boccia (Executive Director), Shira Dubrovner (Artistic Director), Aleks Mendel (Marketing Director), Betsy Truax (Development Director), and Melissa Reeves (Executive Assistant). MLF Partners Brett Barker, Property Manager of South Gateway Apartments, and Kenyon Sandvigen, Project Representative of Disabled Sports Eastern Sierra's National Wounded Warrior Center, were in attendance to provide their respective updates.

The following persons were absent: Dave McCoy, Founder; Shields Richardson, Board Secretary; Lois Klein, Associate Director representing MUSD; and Matt McClain, Associate Director representing MLR.

Board Chairperson Gary Myers welcomed everyone and called the meeting to order at 9:32 a.m.

1. MLF Board Meeting minutes of October 27, 2018 were approved as submitted (moved by Gary McCoy, seconded by Luan Mendel).
2. Executive Director Rich Boccia provided opening comments regarding the Agenda Action Sheet comprising of the MLF Six Month Work Plan. Also discussed were MLF operations as well as development of implementation strategies to support three-year business goals.
3. Development Director Betsy Truax provided a development update including comparative data.

4. Marketing Director Aleks Mendel provided a marketing update including strategy with Audience Group, recap of Association of Fundraising Professionals' Las Vegas conference attended by Aleks and Betsy, and discussed new logo work with RampCreative.
5. Executive Director Rich Boccia added an invitation to all board members to provide an auction donation for the upcoming Mammoth Food & Wine Experience this July.
6. Development Director Betsy Truax discussed MACC capital campaign efforts, associated collateral, and policies.
7. Capital Campaign Policies were approved as submitted (moved by Sandy Forstenzer, seconded by Jack Copeland).
8. Executive Director Rich Boccia discussed the MACC Draft Schedule for Design Review.
9. Melissa Reeves, Executive Assistant and Scholarship Coordinator, discussed the scholarship program including the development of a student handbook and database, and support strategies for scholarship recipients.
10. Deanna Campbell, Director of the Eastern Sierra College Center of Cerro Coso Community College, provided an update on the college.
11. Artistic Director Shira Dubrovner provided an update on Mammoth Lakes Repertory Theatre and Mammoth Lakes Film Festival, including MACC programming work with AMS Research & Planning Consultant Bill Blake.
12. Kenyon Sandvigen, Project Representative of DSES's NWWC, provided an update on the project.
13. Brett Barker, Housing Coordinator for Mammoth Hospital, provided an update on South Gateway Apartments.
14. Executive Director Rich Boccia reviewed the MLF budget.
15. Executive Director Rich Boccia concluded with a request for any additions to the Consent Agenda, and closing with no additions. Next board meeting scheduled for Saturday, June 22, 2019 at 9:30 a.m.
16. There was no discussion of old business.
17. There was no discussion of new business.
18. Executive Director Rich Boccia adjourned the meeting at 11:10 a.m.

Approved: 
Luan Mendel, Treasurer

**Mammoth Lakes Foundation
Executive Committee Meeting Minutes
Tuesday, June 4th 2019 @ 2pm
Mammoth Lakes Foundation Library
100 College Parkway, Mammoth Lakes, California 93546**

www.mammothlakesfoundation.org

(2pm) The meeting was called to order at 2:01pm by Chair Gary Myers with all of the Executive Committee members in attendance. (Gary McCoy, Shields Richardson, Evan Russell & Luan Mendel)

(2:02pm) Administrative Items

1. Approve any additions to the Agenda (Board Chair)
 - The Executive Committee took action to appoint officers for the next fiscal year with Luan Mendel being appointed to the position of Board Chair and Shields Richardson appointed to a dual position as Secretary/Treasurer effective July 1, 2019. (Motion by McCoy, second by Russell, passed 5 to 0)
2. Approve the minutes of the MLF Executive Committee Meeting dated January 12, 2019 (Board Chair)
 - The minutes to the January 12, 2019 meeting were approved as submitted with a motion by Mendel, second by McCoy, passed 5-0.
3. Review and consider approving accepting the following strategic plans for FY19-20 to support the growth and development of the Foundation.
 - Staff reviewed the seven elements of the Strategic Plan with the following comments to be noted:
 - i. 1b – The role of the Associate Directors on the Board is to continue to engage those members as Ambassadors for the work of the Foundation. It was suggested that we expand the number of Associate Directors to include members from the SMHD and the County Supervisors. There was discussion about the need to grow membership of Board Directors who could matriculate to become a member of the Executive Committee.
 - ii. Both the Marketing Director and the Development Director presented their marketing and development strategies as the umbrella of Strategic Priorities #2 & #3.
 - iii. 5f – There was discussion about the purpose of the Golf Classic and the amount of staff time planning for the event that might be re-allocated to focus on donor stewardship. It was recommended that staff work with their partner from DSES to develop a work plan that meets the needs of both organizations in the planning of the summer 2020 event.
 - The strategic plan was accepted by the board with a motion by Myers, a second by Mendel and passed on a 5-0 vote.
4. Review and consider approving the MLF Budget for FY19-20
 - Staff reviewed the financial documents and the projected budget for FY19-20 and took action to make modifications in base salaries for some of the employees with a motion by Russell, second McCoy, passed 5-0.
5. Review and consider approving an Employee Insurance Program for MLF Employees.
 - The Executive Committee took action to approved a medical plan for employees with a motion by Myers, second by Richardson, passed 5-0.
6. Review the 05.01.19 MLF / DSES Lease Meeting Notes and provide direction to staff.
 - There were a number of comments about the footprint of the project based on the review of the blueprint that the architect provided to staff. The Executive Committee gave direction to the staff to summarize their questions in a brief memo to be shared with them in preparation for the scheduling of a meeting with the DSES team. It was also noted that there is a meeting with the architect and a consultant to discuss the lot split that is still pending and that some of the questions might be presented to them at that time.

7. Old Business
 - There was no old business at this time.
8. New Business
 - There was no new business that this time.

(5:15pm) Adjournment

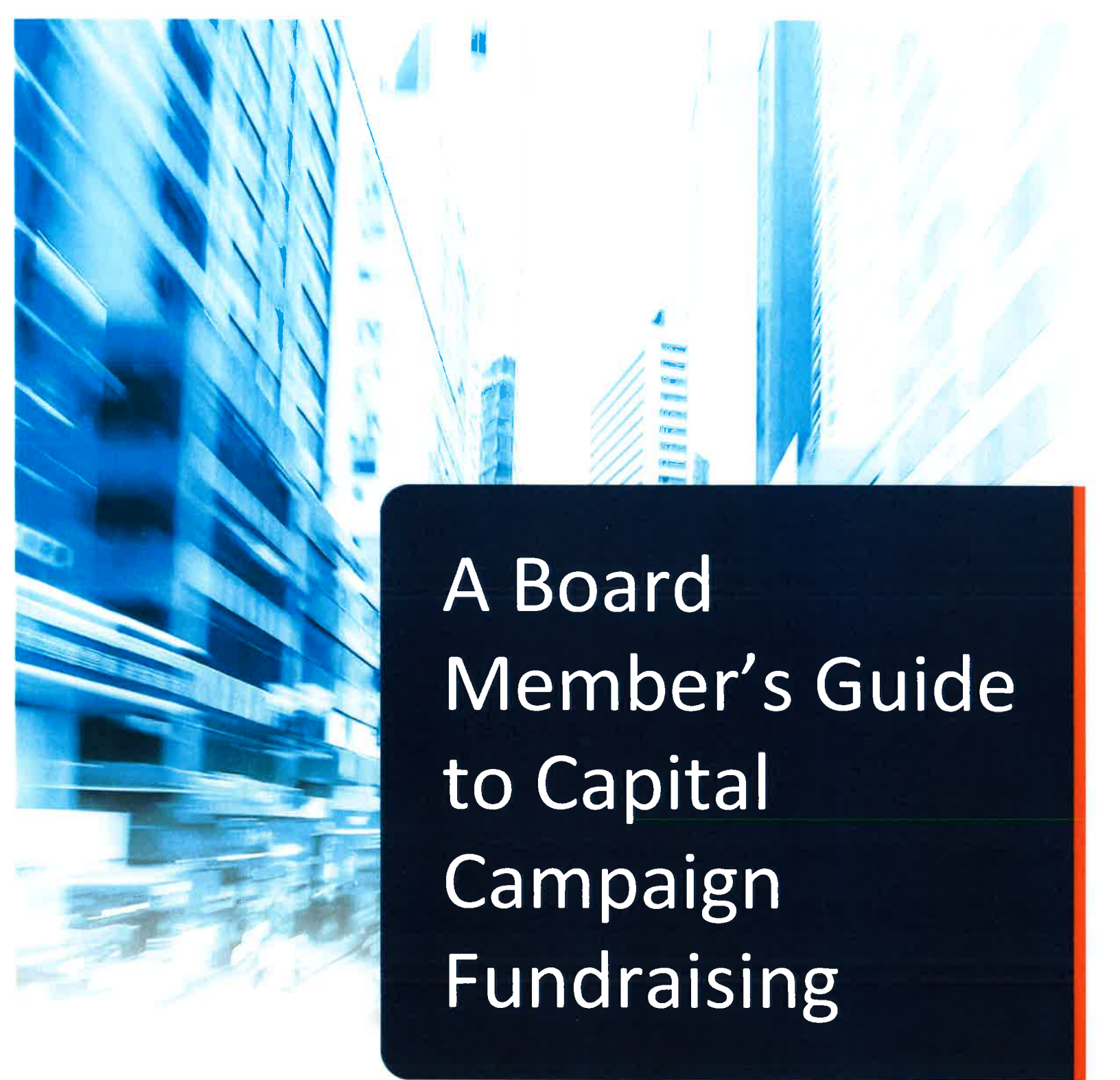
To the next meeting of the MLF Foundation Board of Directors meeting scheduled for Saturday, June 22nd, 2019 at 9:30am in the MLF Library. (To not include the Associate Directors)

Respectfully submitted,



Rich Boccia;
Executive Director

The mission of MLF is to support higher education and cultural enrichment in the Eastern Sierra



A Board Member's Guide to Capital Campaign Fundraising

by Andrea Kihlstedt



Capital
Campaign
Masters

PREPARE *for* SUCCESS

Where will the Money Come From?

Gifts to capital campaigns can come from individuals, corporations and foundations. Often, the greatest number of gifts come from individuals. Sometimes these gifts are made out of private, community or family foundations on which the donors sit on the board. Some gifts come through Donor Advised Funds. And others come from charitable foundations established by corporations or businesses.

But make no mistake... the gifts that will be given to your campaign will come from people or organizations with a specific interest in and connection to your cause. They will not come from hitherto unknown people or organizations.

How Long Will the Campaign Take?

It's easy to get confused about how long a campaign will take because various aspects of your campaign have different timelines.

For a community based campaign, you are safe to think that your campaign will take three years, from start to finish. But, it will take longer to collect the pledges.

Campaign planning often takes as long as 4 to 6 months. Soliciting your largest gifts during what's called the "quiet phase" of your campaign can take anywhere between 12 and 18 months. Then, the "public phase," when you solicit gifts more broadly and through many channels will be shorter and more targeted, perhaps a total of 3 to 6 months.

No campaign is complete, however, without a follow-up and reporting period.

What Roles Will Our Board Play in the Campaign?

Your board plays many important roles in the capital campaign.

To start, you are responsible for determining and approving the campaign objectives – that is, the things you will raise money for through your campaign. In most organizations, these objectives grow out of a strategic planning process that the board will both participate in and approve.

Your board may have to approve the expenditure of some early funds to cover the costs of your campaign planning and the campaign costs that will be required before you start to raise money.

Your board will also approve the creation of campaign planning and steering committees to oversee the campaign. These committees will include some board members but will also include others who are not board members. These are ad hoc committees created specifically for the campaign.

The campaign steering committee will conduct a great deal of the campaign work, but the campaign plan and major recommendations will be approved by the board.

As a governing board, you will:

1. Accept the feasibility study recommendations presented by your campaign consultant.
2. Review and accept the campaign plan and policies.
3. Receive regular reports on campaign progress from the staff and the campaign leadership.
4. Approve any significant changes in the goal and plan during the campaign.

How Will Individual Board Members Be Involved in the Campaign?

In addition to making a personally significant gift to the campaign, every board

member will be expected to attend campaign events including donor cultivation events, campaign kick offs and celebrations, and other community events related to the campaign.

Board members may also help in other ways that best fit their abilities and situation. They might help with identifying and engaging potential donors, reviewing and commenting on campaign materials, soliciting gifts, thanking donors and supporting and encouraging staff members.

Will Board Members Have to Ask for Gifts?

While not every board member will have to ask for large gifts, every board member should be committed enough to make a strong case for the campaign.

Board members can help with the campaign in many ways, of which asking for gifts is one. Every board member should be willing to help with the campaign fully in a way that best suits their talents, time and connections.

How Much of the Campaign Goal will the Board Have to Give?

There is no set amount that your board must give to your campaign. For organizations with board members who have been selected because of their giving capacity, the board might give 50% or more of the campaign goal.

But an organization with a board that includes members of varying means, that percent will be smaller. A community based campaign with board members who have been recruited because of their involvement in the program rather than their capacity to give may give a smaller portion of the campaign goal.

No matter what the composition of your board, a capital campaign is a time when every board member must stretch to make the largest and most generous gift possible.

Generous gifts from every board member set the tone for the entire campaign. A board that is fully committed to the campaign in every way inspires confidence among staff and other donors, paving the way to success.

We recommend that you involve the entire board in setting the appropriate collective board giving goal.

Does Every Board Member Have to Give?

Yes, every board member should make a financial contribution to the campaign that is personally significant. Their campaign gift should be over and above the standard recurring gifts they make to your organization.

Every board member should have a one-on-one conversation with your campaign chair about their contribution and their role in the campaign.

We do not recommend setting a minimum level for board member campaign contributions. Instead, rely on a thoughtful and serious process of determining with each board member the gift that is best for them.

A capital campaign is also not the time for “give and get.” Most board members who do not have the ability to give a large gift do not have the ability to get large gifts. Instead, call on every board member to make a gift that fully expresses their commitment to the campaign within the context of their means.

How Will the Campaign Affect Our Board?

It's quite common for some board members to resign their seats as a campaign is taking shape. If these are the people on your board who aren't very involved or effective, this is a good side effect. Those empty seats will give you an opportunity to recruit new strong, committed and powerful people at an exciting and important time in the life of your organization.

The campaign will galvanize your board. Board members will become excited

and energized as they see the possibilities. Some board members will step forward into important campaign leadership roles. Others will become active and involved in ways they haven't before.

What are the Conditions that Make Campaigns Fail?

Here are some things to watch out for:

- ✓ Your plans haven't been well thought through.
- ✓ The campaign goal isn't based on realistic figures.
- ✓ The campaign is being driven by one person without buy-in from others.
- ✓ You have absolutely no history of major gift fundraising.
- ✓ Your director is afraid of fundraising and won't ask for gifts.