

RANCHO CUCAMONGA COMMUNITY & ARTS FOUNDATION
MINUTES OF THE APRIL 23, 2014, SPECIAL MEETING

A. CALL TO ORDER

A special meeting of the Rancho Cucamonga Community & Arts Foundation was held on Wednesday, April 23, 2014, in the Tri-Communities Room, at the Rancho Cucamonga Civic Center, located at 10500 Civic Center Drive, Rancho Cucamonga, California. The meeting was called to order at 2:12 p.m. by Chair Harrington.

Present were: Board Members: Arguello, Barag, Brown (arrived at 2:25 p.m.), Chen, Kahn, LeMond, Pachon, Snyder and Harrington. Absent: Bryan, Galindo and Rivera. Staff: Nettie Nielsen, Community Services Director; Francie Palmer, Community Services Marketing Manager; Susan Sluka-Kelly, Community Services Supervisor; Heidi Gautschi, Office Specialist I and Melissa Morales, Senior Administrative Secretary.

B. COMMUNICATIONS FROM THE PUBLIC

There were no communications from the Public.

C. WORKSHOP BUSINESS

1. Completion of Board Surveys was opened by Chair Harrington. He introduced and welcomed Consultant Ron Wolff who would be facilitating this Board exercise. Consultant Wolff provided a brief history of his experience with non-profits and explained the process for how the session would be conducted. Members were given two assessment exercises – one as individuals and the other for the Board. They were asked to rank how they felt as Board members about various areas including marketing of the Foundation in the community; their comprehensive understanding of the programs they facilitate; their role as Board Member; whether they feel they do a good job of monitoring the condition of the Foundation; whether they feel they receive enough information to play an important role in helping monitor the quality and success of the Foundation's programmatic initiatives. Questions contained on the Board survey included whether they feel there is a clear policy regarding the Board's self-renewal; if their roles and responsibilities are delineated and distinguished from that of staff; if they have a common/clear sense of their mission and purpose and if they feel the Board is actively involved in discussions and deliberations relevant to long-range strategic direction and major activities of the Foundation.

Member Rivera left the meeting at 2:20 p.m. and returned at 2:24 p.m. Member Pachon left at 2:21 p.m. and returned at 2:26 and Member Kahn left at 2:35 p.m. and returned at 2:40 p.m.

Following completion of the surveys, Consultant Wolff had Members switch their surveys with each other and they collectively reviewed the group's answers which was also being compiled for an analysis and further discussion later in the meeting.

2. Distribution of the draft Bi-Annual Report for 2011-2013 was provided Manager Sluka-Kelly. She provided the Board the draft report on behalf of the Marketing and Outreach Committee and commended the efforts of the group. Committee Chair Pachon concurred and added that the report also includes the affiliates and plans are to send the report to the City Council, City Staff and major donors with a cover letter to be attached. No other discussion was held.
3. Review of Survey Results by the Major Gift Committee was introduced by Committee Chair Harrington. He explained that the Committee had conducted interviews (which included completion of a survey) with past Foundation supporters Chuck Buquet, Harry and Judy Gibson, Pete Pitassi and Dr. Harvey Cohen. Consultant Wolff continued with a PowerPoint presentation and suggested that prior to any major campaign undertaking that a feasibility study be conducted. He explained that the process should include interviews, summary and analysis of the results and to find a common thread. He commented that there are more donors to meet with and this is a work in progress. He noted that based on the results thus far theater/live program have the highest priority for the donors while allowing other organizations to use the Foundation's tax identification number is the lowest priority. He indicated conclusions could be drawn that 1) a campaign to market the endowment might be feasible; 2) donors like the idea of contribution to a specific campaign and 3) donors appreciate all forms of recognition including invitations to special events. Member Pachon listed some of the Marketing Committee's efforts including updating both the City and the Foundation's website and researching the addition of a second wall of art. She also noted that those surveyed expressed their appreciation that the purpose of the meeting did not include a solicitation for donation. Chair Harrington concluded the report by listing the proposed next steps which include conducting additional interviews; improving communication to include direct communication with the donors; refining the mission statement; raising additional money; assessing the role of the Board Members and continued evolution of the Major Gift Committee with the possible re-alignment with the Library Foundation for a future PAL Campaign.

Discussion was brief. A question was asked why only five donors had been interviewed and Chair Harrington responded regarding the challenges in scheduling them. Director Nielsen was asked to provide the PowerPoint presentation to the entire Board. No further discussion was held or action taken.

4. Director Nielsen opened the review of Updated Fundraising Goals and New Events by informing the Board of the Executive Committee's recent action to approve becoming the presenting sponsor for the Tour de Fork fundraiser to be held at Victoria Gardens on June 26th. She spoke of the success of the 2013 event and plans by Victoria Gardens staff to expand the event this year. She emphasized that the goal is

to sell out the event and also that the Library Foundation had agreed to be a co-sponsor. In addition, the Animal Center would be allowed to sell tickets and receive the proceeds from those sales. She explained that some tickets will need to be sold by the Board, but can also be purchased on-line. In addition, she informed the Board that Victoria Gardens has indicated their intent to possibly provide a sponsorship to this year's Golf Tournament. Director Nielsen went on referencing the April 23rd staff report which described other upcoming fundraising events including the Bill Medley performance that will benefit the Foundation and which was approved at the March Executive Committee meeting. She added that Vice Chair Bryan has agreed to help coordinate the "Give BIG – San Bernardino County" campaign and in her absence, Specialist Gautschi was called upon to explain the process for giving and where the web-site is located. Director Nielsen added that Vice Chair Bryan would be contacting the Board concerning this campaign which allows donations to specific causes in San Bernardino County at a minimum of \$10 per donation. Member Pachon encouraged the Board to forward the information to their contacts.

Discussion by the Board ensued concerning the Tour de Fork fundraiser. Questions included clarification on the number of tickets each of the groups would be given to sell, how on-line ticket buyers will be able to designate the organization they wish to receive the donation and the assistance that Victoria Gardens will be providing. Director Nielsen clarified that the Pay Pal program allows the donor the option of choosing one of the three charities for their donation and that any unsold tickets by the Board will need to be collected and shared with the other groups as the event needs to be a sellout. She also responded that the plans for distribution of tickets and the number to be given to each organization is still being finalized. She asked the Members to contact her if they have any ideas and if any of the Members were interested in being a liaison. Member Chen offered to assist. In addition, Manager Palmer explained Victoria Gardens' event responsibilities and Director Nielsen reiterated that the Board's main role is to sell the tickets.

Member Arguello left the meeting at 3:16 p.m. and returned at 3:18 p.m.

5. Director Nielsen opened the discussion of considerations for the 2014/15 Budget. Staff was asked if they have considered charging an administrative fee to the affiliates including City affiliates. Concern was also expressed on the costs for administrative staff, in light of the recent unsuccessful fundraisers, and the request to have a discussion by the Executive/Finance Committee without Specialist Gautschi in attendance to address the matter further. Director Nielsen responded that there are not currently any plans to charge the City affiliates and she noted that Member Brown has been assisting with the most recent affiliate. She briefly commented on Specialist Gautschi's responsibilities for the Board and Manager Palmer spoke of staff reductions over the past couple of years. Director Nielsen also noted that the Animal Shelter is anticipating becoming its own non-profit entity. The proposed budget will be reviewed by the Executive/Committee prior to its approval by the full Board in June.

6. Board Officer Succession Planning was opened by Chair Harrington who reminded the Board that he is currently in his last year as Chair. He informed the Board that he had discussed with Treasurer Snyder his possible interest in serving as Chair though he did ask that the entire Board consider filling any of the three seats that will be available. He also noted that Vice Chair Bryan had expressed her willingness to help but that she was not interested in serving in the capacity of Chair. No other discussion was held or action taken.
7. Consultant Ron Wolff was called upon to provide the review of the Board Survey Results and tentative conclusions garnered from the surveys taken by the Board as part of Item C.1. He reviewed the averages for the Individual Board Member Survey and Board Survey and suggested to focus on areas which averaged less than a “3”. He did note that the area of marketing seemed to have the lowest scores while keeping the Foundation apprised of the financial status ranked highest. He reiterated that the exercise were conducted as a means to stimulate conversation by the Board and that they should consider looking at any obstacles prior to undertaking any new major fundraising efforts.

Discussion by the Board Members ensued. Comments included the preference to not operate with a budget deficit and how the unsuccessful fundraisers have impacted the budget. Support of Director Nielsen’s leadership and added assistance for marketing was also expressed. Chair Harrington commented that this is an opportunity for all of the Members to become stronger. Member Kahn, who sits as Chair the Board Development Committee, added that the Committee takes responsibility for not addressing the area of Board Development as much as it has with Board recruitment.

Lastly, the topic of how to sustain momentum especially in light of the fact that there is not an Executive Director for the Board was discussed. Consultant Wolff commented that there is no limit to the types of communication that can happen and the word “action” needs to be carefully defined. He suggested the increased use of social media including a blog to report on what the Members are accomplishing. Director Nielsen expressed her support of the various subcommittees and reiterated the need to keep the momentum going and that major actions need to happen at the Board meetings. Consultant Wolff concurred and added that the subcommittees should help keep the momentum. No other discussion was held on the matter.

The meeting recessed at 3:45 p.m. and reconvened at 4:00 p.m. with all Members present except Bryan and Galindo.

8. Discussion of the mission of the Rancho Cucamonga Community & Arts Foundation was facilitated by Consultant Wolff. He recommended the mission statement be short (less than nine words) and easy to remember with three main components – action, target population and outcome. He gave examples of both clear and ineffective statements, then led the Board in brainstorming ideas in these three areas. In the area of **action** words ideas included *support, raise money, promote, deliver, provide*

access, enrich, steward, elevate awareness, engage, develop, enjoy, enhance produce, give, offer, expose and introduce. In the area of **target population** the Board ideas included *community, youth, seniors, donors, theater audiences, schools, region (beyond immediate community), families, teachers, corporations, school age children, underserved, community leaders, new theater attendees, artists/performers, media, other non-profits and foundations.* Lastly in the area of **outcome** suggestions included *to not have a deficit; affordable theater for families; scholarships; quality and youth oriented programming; sold out performances; positive experiences; exposing youth to the theater; supporting the arts; quality of life; supporting goals of the City; live local theater; cultural diversity; enriching the community; appreciation for the arts; funding an artist in the schools; opportunities for the affiliates; being seen as vital part of the community; helping unify the community; donor recognition; long term fiscal sustainability; fostering positive partnerships; mechanisms for community to support the arts; awareness of the foundation; new experiences; inspiration; avenues for philanthropy; goodwill visibility marketing of business, opportunities for volunteerism and cultural enrichment.*

Following their brainstorming exercise, Consultant Wolff asked if the Board was in full support of their current statement and the consensus by Members was that it still needs some refinement. He went on to suggest it should be reflective of operations; a marketing tool; that the “big picture” be considered and that the mission statement is just one part and other components such as a vision statement also need to be solidified. He reminded that people want to give to outcomes not processes. Chair Harrington concluded by noting that the next steps in the process would for the Marketing and Outreach Committee to take into consideration today’s input and, with the possible assistance of Consultant Wolff, continue to refine the mission statement for submittal to the Board for their review and approval.

D. RECESS

The meeting recessed at 5:00 p.m. with all Members present except for Bryan, Galindo and Rivera.

Respectfully submitted,

Melissa Morales
Senior Administrative Secretary

Approved by the Community & Arts Foundation: June 25, 2014
Motion carried: 8-0-4 (Absent: Arguello, Brown, Galindo and Harrington)