

# CARVER CENTER

◀ BUILDING BRIGHTER FUTURES ▶

## Board of Directors Meeting Tuesday, June 27, 2017

7-8:30 p.m.

### AGENDA

<b>Call to Order</b>	<b>Maureen Gomez</b>	<b>7:00-7:05</b>
<b>Approval of the Minutes of May 16, 2017</b>	<b>Sharon Davis-Julius</b>	<b>7:05-7:10</b>
<b>Executive Director's Report</b>	<b>Joe</b>	<b>7:10-7:30</b>
○ <b>Introduction of Leanne Tormey:     Lead Education Officer</b>		
○ <b>Program Outcomes</b>		
<b>Financial &amp; Investment Update</b>		
○ <b>Budget Discussion 2017-18</b>	<b>Rob</b>	<b>7:30-7:45</b>
<b>Development Update</b>	<b>Tom/Britani</b>	<b>7:45-8:00</b>
○ <b>Annual Appeal Wrap Up</b>		
<b>Executive Session</b>		<b>8:00-8:30</b>
○ <b>ACTION ITEM: ED Performance &amp;     Compensation review</b>	<b>Maureen</b>	
○ <b>ACTION ITEM: Election of board     members &amp; officers</b>	<b>Jenn &amp; Nan</b>	
<b>Adjournment/Courtyard reception</b>	<b>All</b>	<b>8:30</b>

**Port Chester Carver Center**

**Minutes of the Meeting**

**Tuesday, June 27, 2017**

<b>Present:</b>	<i>Sonia Alcantarilla, Jen Amantea, Stephanie Barrett, John Condon, Michael Flynn, Taegan Goddard, Maureen Gomez, David Greenhouse, Sharon Julius, Robert Kaplan, Mike Kenny, Rob Kost, Rich Lawrence, Derek Mahoney, Patrick McGovern, Tom Murphy, , Nan O’Neill, Sam Ortiz, Jenn Prather, Chris Pye, Julie Souza</i>
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<b>Excused/Absent (A)</b>	<i>Betty Brown, Lew Nash</i>
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<b>Staff:</b>	<i>Joe Kwasniewski, Leanne Tormey</i>
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SUBJECT	DISCUSSION	OUTCOME
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<b>Call to Order</b>	Maureen Gomez, President, called the Carver Board meeting to order at 7:00pm.	
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<b>President’s Report</b>	<p>Maureen welcomed the board to our final board meeting of the 2017-17 fiscal year. She mentioned that this meeting in particular was bittersweet because we are saying goodbye to 5 stellar board members whose contributions have been many over the course of their 9 years of service.</p> <p>She thanked Sharon Julius for her frankness and honesty over the years. And acknowledged her contributions as Secretary of the Board.</p> <p>She thanked David Greenhouse for his service on the Finance Committee and for always asking the right questions at the right times.</p> <p>She thanked Nan O’Neill for her generosity and advocacy to the organization.</p> <p>She thanked Lew Nash for his compliance advice and spoke of how he always wanted to make sure that the organization was not left in a vulnerable position.</p> <p>She also mentioned that Mike Kenny had decided to resign from the board after 5 years of service due to a new job. He will be sorely missed!</p>	
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<b>Approval of meeting minutes</b>	Sharon Davis- Julius (Secretary) asked for a motion to approve the minutes of May 16th, 2017.	<b>The minutes of May 16<sup>th</sup>, 2017 were unanimously approved.</b>
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**Chief Executive Officer and Chief Learning Officer Report**

Joe began his report by introducing Dr. Leanne Tormey, our new Chief Learning Officer

Leanne gave a brief history about what has led her to Carver Center to give the board historical context about her decision.

Leanne then led a discussion about progress made in various programs, with much emphasis put on the After School Program. She presented and reviewed a synthesized dashboard that outlined performance against goals and objectives.

Joe followed by walking the board through a second dashboard which outlined performance against goals and objectives in the Community and Family Services department.

Leanne and Joe then co-presented their new “Vision for Growth” and corresponding “Learning Continuum”. They did a cursory overview of the topics discussed in the previous meeting as a reminder and then walked through each of the 5 proposed developmental benchmarks within the learning continuum.

Following the presentation, there was a Q and A session in which the board was able to propose questions and comments.

**Budget Presentation- presented by Joe Kwasniewski**

Joe provided a consolidated budget to the board. It was discussed that the Finance Committee had convened to discuss the proposed draft. A list of recommendations had come out of that meeting which were implemented- all changes were included in the draft presented to the board.

The budget was generated based on 11 months of current year performance plus 1 month of projected performance. Joe had outlined that the organization would be experiencing an approximate \$350,000 surplus, including revenue related to capital gifts.

Attached are copies of all documents that were reviewed during this presentation.

## Finance Officer's Report

**The finance report** was presented by Rob Kost.

**Review of 11 Months YTD Through May:** The board received the color-coded financial dashboard.

- Total revenues of \$3.431MM were under budget by \$257K
- Unrestricted contributions were \$548K, \$36K below budget. We are unlikely to meet the full year target of \$645 K which was an aggressive target
- Restricted contributions were \$1.270MM, \$116K below budget primarily due to a large donor's contribution to capital projects
- Annual benefit fundraiser was \$243K, \$82K below the target of \$325K
- Total expenses were \$3.561MM, 1.0% below budget
- Administrative expenses were \$752K, slightly above budget by 4%, primarily due to unbudgeted expenses
- Net operating deficit was (\$130K) compared to a budget of \$93K, mostly driven by lower revenues
- Including the \$500K capital contribution, net operating surplus was \$370K

The amount drawn on the line of credit with Tompkins Bank was \$75K as of May 30. However, during June, Carver drew additional funds and the amount outstanding as of June 27 was \$278K. This increase was due to several factors including the net operating deficit, an increase in receivables, and the fact that the summer is Carver's slow period in terms of fundraising. Funds expected during July should be sufficient to repay the line of credit.

**Preliminary Budget for FY 2018:** The preliminary budget for FY 2018 was reviewed by the board and approved at the June 27 board meeting. The preliminary budget will be updated by management during July and August based on final FY 2017 results and new information as the team plans for the new school year (ASP). The final budget will be presented to the board at the September board meeting.

A summary of the FY 2018 budget is as follows:

- Total revenues of \$3.638MM
- Unrestricted contributions of \$600K

<p><b>Development Update</b></p>	<ul style="list-style-type: none"> <li>• Restricted contributions of \$1.326MM, with a Dalio Foundation commitment for FY 2018 of \$930K, a decline from \$1.075MM in FY 2017</li> <li>• Annual benefit fundraising target of \$250K, in line with the actual performance in 2017</li> <li>• Total expenses are budgeted to be \$3.624MM</li> <li>• A net operating surplus of \$14K</li> </ul> <p>The preliminary budget includes a proposed withdrawal of \$100K from the endowment fund.</p> <p><b>Other Comments:</b> The endowment funds as of May 30, 2017, totaled \$2.113MM, with 68% invested in equities, 24% in fixed income, 6% in cash, and 3% in other. Performance has been solid and generated the following returns: 0.8% (3MOS), 1.7% (YTD), 11.9% (1YR), 7.2% (3YR) and 10.0% (5YR).</p> <p>Rob commented that the Finance Committee plans to review the investment allocation with a likely goal of reducing the concentration in equities.</p> <p>Tom Murphy thanked the entire Development Committee and the board for all of their hard work over the course of the year. He thanked Britani Griffin and Joe for their accelerated effort in reaching out to large donors who have been disengaged from the organization over the last few years. He also acknowledged Britani's efforts in the grant writing area. He also mentioned that many great charitable organizations in and around the area were struggling with their Annual Appeals and attributed this to donor fatigue. It was realized that we don't have to work harder, just smarter. He discussed the consensus that we will proceed with three events to celebrate Carver's 75<sup>th</sup> birthday; A formal sit-down gala, where we will acknowledge Sr. Sheehan and her wonderful legacy of work with Carver; A concert at the Capitol Theatre with a lower price point to appeal to more of the millennial generation; and lastly, a community event for the 10573 zip code that will be held at Carver after the renovations are completed.</p>	<p><b>The preliminary budget for FY 2018 was reviewed and tentatively approved</b></p> <p><b>The final budget will be approved at the September board meeting</b></p>
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**Executive Session**

Maureen Gomez began the discussion by relaying the comments of the Executive Committee who participated in Joe’s review and convened three weeks prior to the board meeting.

Joe’s strengths continue to be his analytical skills, reengaging donors, his vision for the organization, fiscal reporting to the board, and ability to hire great personnel.

Joe’s areas of improvement were noted as:

1. becoming more comfortable with conflict resolution and dealing with staff issues in a more decisive manner.
2. It was also noted that Joe needs to reach out to more of the board for advice and to that end needs to inform the board of staff issues before draconian measures are taken.
3. It was also mentioned that Joe must continue to challenge and develop his staff so that can keep staff as the organization continues to evolve.
4. Cease discussing the topic of succession with the staff as it was creating undue anxiety.

The Executive Committee had recommended a salary increase from \$117,500 to \$120,000 and a one-time merit bonus of \$25,000.

A motion was made to approve the recommendation.

**Nomination Report**

Jen Amantea began by circulating the official ballot for this year’s elections, which included the election of 6 new board members, the re-election of Derek Mahoney for a second term, and the election of both Julie Souza as the new VP of the Executive Board (replacing Tom Murphy) and Michael Flynn a the new Secretary of the Executive Board (replacing Sharon Julius).

Ballots were distributed and tabulated.

Jenn also noted for the record that 5 board members have cycled off the board and thus have surrendered their committee assignments:

Sharon Julius: Program Committee

<p><b>Adjournment</b></p>	<p>Nan O'Neill: Nominations Committee</p> <p>David Greenhouse: Finance Committee</p> <p>Lew Nash: Governance Committee</p> <p>She also let the record reflect the resignation of Mike Kenny from the Board therefore vacating his position on the Development Committee.</p> <p>Meeting was adjourned at 8:15 p.m. and the board was invited to a celebration in the courtyard.</p>	<p><b>A compilation of the scores of Joe's 360 review was passed out as well as a summary of his Strengths/Areas of Improvement.</b></p> <p><b>Joe's salary increase and bonus were unanimously approved.</b></p> <p><b>See attached handout</b></p> <p><b>Slate was unanimously approved.</b></p>
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