

**LCS Board Minutes**  
**Thursday September 19th, 2024**  
**South Campus Sala**



President – Yolanda Martinez Llamas (finish 1<sup>st</sup> elected term to 2025)  
Vice-President – Gregory DiStefano (finish term to 2025)  
Secretary – Michael Abe Platt/Nancy DeSouza (1<sup>st</sup> term to 2026)  
Treasurer – Andrew Timothy Boardman (3<sup>rd</sup> term to 2025)  
Director – Hunter Lee Johnson III (2<sup>nd</sup> term to 2025)  
Director – Madera Glenn (1<sup>st</sup> term to 2026)  
Director – Linda Goman (1<sup>st</sup> term to 2026)  
Director – Stephen Graham (1<sup>st</sup> term to 2026)  
Director – Greg Custer (1<sup>st</sup> term to 2025)  
Director – George William Radford (1<sup>st</sup> term to 2026)  
Director – John Henry (1<sup>st</sup> term to 2025)  
Immediate Past President – Stephen Irvin Balfour

**Vacant Positions:**

Director - (term to 2025)

**Excused:** Timothy Boardman, Treasurer

**Also Present:** Interim Exec Director - Stephen Irvin Balfour

**Guests in attendance:** Nancy DeSouza, Dale Palfrey, Joan Ward, Marianne O'Halloran, Lois Lindahl, Inez Dayer, Brian Dalziel, Karla Gitta Boentgen

**Closed Session 10:00 to 10:30 a.m.**

The Board's discussion included human resource matters and 2024 Budget options. ***No actions were taken in closed session.***

**Open Session 10:35 a.m.**

1. **Determination of a Quorum:** There was a determination of a quorum with 9 of 10 voting members present.
2. **Adoption of Agenda: Motion:** M/S/C Hunter Johnson/Greg DiStefano to approve the September 19, 2024 Agenda. **Motion carried.**
3. **Secretary's Report: Michael Platt, Secretary**
  - Approval of the August 15 and 20, 2024 Board meeting Minutes. **Motion:** M/S/C Linda Goman/ Greg DiStefano. The Board unanimously approved. **Motion Carried.**
  - Noted that Extraordinary Meeting minutes from August 20, 2024 are not yet complete.

#### 4. Treasurer's report: Tim Boardman, Treasurer

In Tim's absence, ED Stephen Balfour presented the July YTD financials.

- Proposal to transfer \$363,000 pesos from Reserve to Operations to cover finaquitos already paid.  
**Motion:** M/S/C Hunter Johnson/Madera Glenn. The Board unanimously approved. **Motion Carried.**

#### 5. President's Report: Yolanda Martinez, President

- a. Volunteer Spotlight: Karla Gitta Boentgen, LCS Events Coordinator presented her work over the past 14 years as event coordinator and bar chairman for events. Discussion of how events are scheduled, and how financial accounting of individual events may be tracked in the future by the Finance Director. We do not allocate for indirect overhead costs such as graphics and promotions.
- b. Appointment of New Board Member – Hunter Johnson  
In a series of motions, Nancy DeSouza was appointed as a Director-at-Large filling the slot vacated when Greg DiStefanto elevated to VP (**Motion:** M/S/C Mike/Greg D. **Motion carried**). Secretary Mike Platt resigned, and Nancy was elevated to the office of Secretary (**Motion:** M/S/C Hunter/John. **Motion carried**). Mike then was re-appointed as a Director-at-Large filling Nancy's new Director vacancy (**Motion:** M/S/C Hunter/John. **Motion carried**).

#### 6. Executive Director's Report: Steve Balfour, Volunteer Executive Director

##### a. Staff Updates w Steve Graham - ED, DD, IT

Executive Director - The hiring team has a candidate who has favorably passed two phases of interviews, and who is highly experienced leading financially challenged organizations. The interview process will continue in coming weeks, with a start date to be negotiated if an offer is made.

##### b. Overview: Concerts, Annual Events

- **Events:** Discussion of why LCS holds events: Member loyalty, friend raising, fundraising, member engagement, marketing LCS, donor engagement, community building, brand development, engagement.
- Proposed Dec. 4 Volunteer Appreciation Event – looking for a budget from the Board. Key that Board be involved and engaged, with food and beverages. Usually after 2:00 pm. Karla and Jack coordinating.
- Discussion of Neill James Birthday Jan. 6, 2025 and Celebration of LCS 70<sup>th</sup> Anniversary of founding as the Chapala Society on Jan. 15, 1955. There is a group interested in a ceremony reintering Ms. James' ashes on her birthday.
  - Depending on the scope of the January 6 event, does it make sense to have two separate events a week apart?
  - January 15 could be an opportunity for a gala fundraiser for LCS, and a push to have people understand why being an LCS member is important; make a statement to that effect at the opening for every event.

- c. Discussion of demands on staff time and how to best channel individual work requests through the Executive Director to avoid staff confusion and mixed messaging.

- d. Data Information Policy: Hunter is working on formal policy to protect donor lists from disclosure as part of his Board Development role and reminded that the confidentiality agreements we signed need to be upheld.

## 7. Fundraising Plan – Madera Glenn, Fundraising Committee Chairperson

Discussion of crafting a master fundraising strategic plan to include major gifts. This has been difficult because needed donor information and data are in different systems and there is insufficient historical information and data on how to target different groups. Membership is important, with a need for ongoing commitments, not just one-time contributions.

- **Annual Fund:** Campaign with start, build, finish, celebration. Draft timeline handed out. Letters to new members. Thermometer with goal and emails to members and supporters.
- **Major Donors:** Need consistent and approved messages and answers to questions in order to continue with major donor piece. Greg DiStefano will write.
- Discussion of accomplishments with LCS 2.0 plan being still valid except for the pre-covid plan for campus major revisions that would require a capital campaign. Use the plan as the foundation for messaging and enhancing programs and services to members as it is updated for the LCS 3.0 plan in the coming year.
- Need for consistent, concise messaging for Amigos to help them explain why LCS membership and financial support are important.
- Discussion of monthly email solicitations, with repetition as an important part of the plan. We have an urgent need for operating funds.

## 8. Board Development Committee: Hunter Johnson, Chairperson

- a. Approval of Executive Committee Board Job descriptions – George Radford presented the job descriptions for LCS officers and Board Members-at-Large for approval. **Motion:** M/S/C George Radford/Greg DiStefano. **Motion carried.**
- b. New Bylaws/Governance Committee: George Radford agreed to chair, Hunter and Nancy agreed to serve on the committee. **Motion:** M/S/C Hunter Johnson/Linda Goman. **Motion carried.**
- c. The Board agreed to attach time slots to agenda items to facilitate timeliness of Board meetings.

## 9. IT Committee Update: George Radford, Chairperson

- a. A new Library system (KOHA, “ko ahh”) is working well. New features including membership cards for active patrons and people who join or renew their annual memberships will be automatically added to Library rolls.
- b. LCS Membership Cards – Building on new membership cards, also looking to produce key tag membership card with unique number and no name, printed “Return to LCS”. George suggested this also could link to the LCS Post Life & Emergency Planning program.

- c. LCS Website – Contract webmaster continuing with regular updates, course offerings, minutes, etc. Also working on redesign of the system. Reviewing GiveCloud for navigation, usability, and fully supporting LCS branding is a continuing challenge. Discussed driving updates to the webpage by content creators, without the webmaster having to do it. Victor would be an obvious content creator to use that feature. Steve has approved a volunteer IT assistant and George has the job description for successor to Garry Musgrave.
- d. LCS Document Archives – Looking to create a central cloud-based repository for LCS documents with a directory of archives and documents and the ability to manage access, permissions, etc. The ownership lives with the organization not an individual. This will ensure that when an individual leaves the organization, we do not lose access to their information.

**10. Search Committee: Steve Graham, Chairperson**

- **Presenting Susana Lopez:** New Director of Finance and Administration on August 21. She said she is excited to be here and there is much to do together and will have policy and procedure proposals as she learns more about LCS systems and past practices. Asking why things are done this way, how can we do it better? She is confident that reporting can be improved and recognizes the need for accurate information to reflect what is happening here and to produce required reports to the government.

**11. Executive Committee Report:** None.

**12. Old Business:** None.

**13. New Business:**

- **Conecciones, the Annual Directory, and monitoring of social media questions: Greg DiStefano**

Discussion of staff time allocation to the magazine and directory, which don't break even. LCS needs the Development Director spending their time on fundraising, not advertising sales, which have been very weak. The two co-editors have an active role in managing the content of the magazine. Volunteers will need to sell the advertising. Also, Victor's time is being spent on translations, taking time away from his work on education and programs. Printed publications are important to some members, but given budget constraints, is a monthly printed publication feasible?

Discussion of how questions being posted to the LCS Facebook page are being monitored and responded to. Bob Prettyman and Karen Domitzu Medrano monitor the page, although Domitzu's time is better spent on producing content.

**14. Old Business:**

- **Budget item:** Proposal – Because of budgetary concerns, motion to print Conecciones Magazine every other month, and not printing the LCS Directory. **Motion:** M/S/C John Henry/Linda Goram. **Motion carried.**

**15. Member Comments** *(by those who pre-registered to speak and/or others invited by the Board)*

**a. Dale Palfrey – Chapala Cemetery**

Dale explained that two sections dedicated to foreign residents were established by the Chapala Society before it was an AC in 1955. 14 former LCS presidents are buried there. In 1990 LCS disbanded its cemetery committee. Ed Wilkes and his wife are buried there, and their graves are covered with rubble and have no markers. The American Legion is maintaining some areas. Request for funding for markers for the Wilkes. A catalog made by Steve Penning with maps, dates, names is not completely accurate. Discussion of possible fundraising link for this project connected to Neill James' January 6 birthday event.

Yoly proposed working with the American Legion and Chapala government to control property and be responsible. **Motion:** M/S/C Madera Glenn/Linda Goram. **Motion carried.**

**b. Inez Dayer – Wilkes Center**

Inez explained that many people don't know what the Wilkes Center does; as Board members, we need to know. Ed Wilkes donated the house as a library education center. ESL classes started with younger children; now the center teaches ESL to those age 15 and older, more than 200 students each week by 40 volunteers. With limited funding, Wilkes cannot afford to buy the books and copies of the teachers' guides, and many volunteers pay out of their own pockets. The only paid staff is Maria.

This is a primary point of engagement between the expat and Mexican communities. We are important. So many people learned their English at Wilkes. Inez has prepared a list of needs for budget development. She concluded that "It's not we want the world, just to survive with as many students as possible." She requested notifications of when donations restricted to the Wilkes Center are made.

Discussion: The Wilkes Center is an important component of our strategic plan for community engagement. We need to advance plans for necessary repairs. The Board agreed to hold its next meeting at the Wilkes Center.

- **Adjournment: Motion** to adjourn. **M/S/C** Greg DiStefano/Nancy DeSouza. **Motion carried.** Meeting adjourned at 12:34 p.m.

**Next Meeting Date: will be Thursday October 17th, 2024 at 10:00 AM**

*Digitally Signed*

**Nancy DeSouza, Secretary**

**Date of Approval: October 17, 2024**

*Digitally Signed*

**Yolanda Martinez Llamas, President**