

Extraordinary LCS Board Meeting Minutes
Thursday, April 9th, 2020 at 10:00A.M.

Using teleconference software services

Members Present on the Teleconference:

President - Carole Jeanne Wolff (1st term to 2020);
Vice President (2021); - Howard Feldstein (1st term to 2021);
Treasurer - Andrew Timothy Boardman (1st term to 2021);
Secretary - George William Radford (1st term to 2020);
Director - Mac Bruce Whyte (1st term to 2020);
Director - Brian Thomas Dalziel (1st term to 2021);
Director - Elizabeth Villaseñor Ramirez (1st term to 2020);
Director - Larry John Barnhardt (1st term to 2021);
Director - Christy Caldwell (1st term to 2021).

Guests;

Executive Director: Stephen Irvin Balfour;
Nancy Creevan.

Members Absent:

Director - Virginia Boyle Pelzl (1st term to 2020);
Director - Antoinette Francis Brahm (1st term to 2021).

1. Call to Order Carole Wolff, President

The meeting was called to order at 10:04 A.M.

2. Determination of quorum.

A quorum was present with 9 of 11 Board members present on the teleconference.

3. Carole Wolff, President

The purpose of the meeting is to review additional actions the LCS should be taking in light of the apparent extended requirement for self-quarantening during

the COVID-19/Coronavirus outbreak at Lakeside.

George Radford motioned that the minutes of the extraordinary Board meetings of March 29th and 25th be approved by the Board. M/S/C George Radford/Harold Feldstein. The motion was approved unanimously..

4. Deliberations.

- All members attending reported good health and no signs of infection.
- Carole reminded the members to continue to think strategically during the crisis when the temptation is to be reactive only.
- Fundraising
 - Members agreed now is a good opportunity to revise and re-launch the end-of-life and legacy giving programs. George Radford will set up a meeting to plan a re-launch.
- Mindfulness Training
 - Larry Barnhardt reported that participants are signing in to his weekly mindfulness meeting from North of the border now that he's using ZOOM.
- Campus Closure
 - The Campus closure will continue for the month of April. The grounds crew will come in on a rotating schedule to maintain the basics.
- Return to Normal;
 - The Board felt it would be valuable to develop optimistic and pessimistic scenarios for how the coronavirus might unfold over the next 18 months. The scenarios could guide LCS decisions about services and actions it should prepare for.
 - George Radford will assemble a team to develop good, bad and most likely scenarios.
 - Reopening of the Campus may be dictated by the government.
- Steve Balfour highlighted Alfredo's accomplishments with Education during the shutdown.
- Scheduling of the postponed 2020 AGM
 - The advice received from Lic Luis Ramos, the LCS lawyer, was discussed.
 - It will be left to the Executive Committee to recommend a solution
- Reaching Out Program (now termed Reaching Deeper)

- The program has been expanded to include any lakeside residents, not just LCS members.
- Larry Barnhardt reported 26 individuals have signed up to receive daily contact.
- The individuals who have volunteered to support the Reaching Out program may be well qualified to accept other LCS volunteer positions in the future.
- Food Availability during the Crisis
 - The concept is to work through existing food distribution services such as Operation Feed rather than attempt to set up a service that the LCS has no experience with.
 - New programs have now been set up in Ajijic and Chapala. The LCS would solicit and channel donations to supplement existing distribution operations through our Update Bulletins.
- LCS Membership List
 - It was agreed the current LCS policy of not making our list of members contact information would be continued.
- Nancy Creevan asked that a reminder be placed in the LCS Bulletins to remind readers to continue to pay their household help during the quarantine.

4. The next regular Board meeting will be by teleconference at 10:00 A.M. on Thursday April 16th.

5. The meeting adjourned at 12:23 P.M..

Extraordinary LCS Board Meeting Minutes
Thursday, April 23rd, 2020 at 5:00 P.M.

Using teleconference software services

Members Present on the Teleconference:

President - Carole Jeanne Wolff (1st term to 2020);
Vice President (2021); - Howard Feldstein (1st term to 2021);
Treasurer - Andrew Timothy Boardman (1st term to 2021);
Secretary - George William Radford (1st term to 2020);
Director - Mac Bruce Whyte (1st term to 2020);
Director - Brian Thomas Dalziel (1st term to 2021);
Director - Virginia Boyle Pelzl (1st term to 2020);
Director - Elizabeth Villaseñor Ramirez (1st term to 2020);
Director - Larry John Barnhardt (1st term to 2021);
Director - Christy Caldwell (1st term to 2021).

Guests;

Executive Director: Stephen Irvin Balfour;
Nancy Creevan.

Members Absent:

Director - Antoinette Francis Brahm (1st term to 2021).

Vacant positions:

Director - (1st term to 2021).

Call to Order Carole Wolff, President
The meeting was called to order at 5:05 P.M.

Determination of quorum.
A quorum was present with 10 of 11 Board members present on the teleconference.

Carole Wolff, President

The purpose of the meeting is to review additional actions the LCS should be taking in light of the apparent extended requirement for self-quarantining during the COVID-19/Coronavirus outbreak at Lakeside.

George Radford motioned that the minutes of the extraordinary Board meetings of March 29th and 25th be approved by the Board. M/S/C George Radford/Harold Feldstein. The motion was approved unanimously..

3. **Secretary's Report:** George Radford, Secretary

The minutes of the regular monthly Board meeting on April 16th, 2020 were not available for approval.

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

- **April**

Deficit for the month only \$22k thanks to the appeal for donations made mid month. Repairs to Neill James terrace continue to impact Buildings/Grounds. With no programs or fundraising activities for most of the month and the office being closed so that membership renewals are restricted to those done online, this looks like what we could expect.

- **Year-to-Date**

LCS is now \$561k below budget for the year. The repairs and building supplies within Building and Grounds is \$433k over budget, largely due to the repairs to the Neill James terrace. Programs are \$136k [net] below budget and

Fundraising is \$67k [net] below budget. Membership and donations are both ahead of budget. With the campus closed, comparison to budgets is going to become less relevant. The emphasis is going to be ensuring that LCS has sufficient revenue to continue its obligation of paying the staff.

M/S/C George Radford/Mac Whyte to accept the April 2020 Treasurer's Board Report, Balance Sheet and other financial reports. Discussion. The Board unanimously approved. **Motion Carried.**

A public report is available in the LCS office.

5. Executive Director's Report: Steve Balfour, Executive Director

With an immediate loss of income and continuing expenses the LCS faces a grim financial future if immediate and decisive action is not taken.

The options are:

- What can we do to bring in more money? Now? And going forward?
 - Renew Lapsed members
 - Recruit new members
 - Business Sponsors
 - What can we do now to influence each of the above?
 - Membership Admin Fees charged - \$70,000
 - How can we get members to invest more into the organization?
 - Raise membership fees- mostly requires AGM approval, but might be some wiggle room
 - Raise class fees - (current pricing model mindset has been how cheap can offer the class/service).
 - Strategically determine what new classes or services we can offer at a higher price point. Now and going forward.
 - Expand Post Life – and charge an appropriate fee
 - Appeal – do monthly appeal, to ask for money for Payroll
 - Annual Fund
 - Major Gifts
 - Special Events (other) – until campus opens – limited ability -traditionally this is the most expensive way to raise money, but also building community.
 - Directory - need to determine if it will be printed.
 - Conecciones – stick with digital version, reevaluate in July.
 - Restricted Funds – what leeway do we have.
 - Bus trips – likely delayed till later in year.
 - Rental Income
 - Investment Income
 - Libraries
 - Classes
 - Medical
 - Children's Art
 - Student Aid \$5,000 + release from Restricted \$412,000.
- How can the LCS cut Expenses
 - Need to prioritize and have benchmarks of which cuts are seriously considered at what points – everything needs to be on the table.
 - The biggest expense category right now is payroll

- The other option is looking at Assets
 - What can be sold?
 - What assets have a negative cash flow impact which could help by parking or selling the asset?
 - What assets are LCS planning in the longer term to liquidate?
 - What would be the conditions that would cause the LCS to look at this topic seriously?

6. Community Committee Report: Larry Barnhardt, Chairperson
- Larry provided an update on the new LCS Reaching Out Program.

7. Ad hoc COVID-19 Subcommittee - George Radford

Items from April 22nd's committee meeting were reviewed. Committee members are working on recommendations for each item.

- Concerns over revenues, expenses, cash flow, and solvency;
- Sustaining revenues (dues, donations, fundraising);
- Boosting revenues (on-line programs, on-line fundraising) ;
- Controlling expenses (payroll, other);
- Liquidating assets (Wilkes);
- Resuming operations (timing, phases, safeguard).

8.. Volunteer Committee Report - Steve Balfour

Steve reviewed the work being done to enhance the volunteer experience at the LCS.

9. The meeting adjourned at 06:17 P.M..

The next regular Board meeting will be by teleconference at 10:00 A.M. on Thursday April 30th, 2020.