

Playa del Fuego  
Board Retreat Agenda and Notes  
March 1-2, 2014

Present: All current members

Dave Diller  
Buddy Kilpatrick  
Mark Nyon  
Ed Rosen  
Dove Russo  
Mary Shaffer  
Patty Simonton

MARCH 1, 2014

1. Skills assessment
2. Purpose of BOD
  - a. What do BOD's do
  - b. If not Event Management, what is the overarching goal of the BOD with regards to the 501c3 (two ideas presented)
    - i. Management of 501c3
    - ii. Direct policy, but not manage
3. Bylaws and changes
  - a. Explored language to change to reflect evolution of BOD
  - b. Changes to be solidified and amended at a later date
4. Review of past retreat minutes
  - a. What were the goals?
  - b. What had been achieved?
  - c. What needed to be worked on during the following year?
5. Vision statement
  - a. PDF strives to promote an interactive, experiential, sustainable environment that encourages artistic creativity and freedom of expression. We seek to attract, inspire, and nurture a diverse community that celebrates and encourages experiments in the creation of art, freedom of expression, a culture of play, and the collective sharing of ideas and skills.
6. Financial report
  - a. Patty shared financials
  - b. Inconsistent categorization of accounts fixed
  - c. All funds accounted for.
  - e. Discussed some cost hikes and specific changes
7. Land search

- a. If we are able to find the right people willing to work on a committee, we will form one of community members and BOD members to work together
  - i. Once likely site is discovered, visit will be authorized, as will report on land with and without improvements, and recommendations of those members who visited site
  - ii. Pre-approved travel expenses for the land search team will be reimbursed after reports are submitted to BOD
  - iii. If land has potential, proposal with timeline, budget, and next steps to make the land usable
  - iv. Specifics to be drawn up and distributed
  
- 8. VVMC discussion
  - a. Proposed \$5k improvement projects
  - b. Spectatorship
  - c. Education of vets
  - d. Long term program
  - e. Affordability
  
- 9. Fire
  - a. Lizzard has been handling most or all of the responsibility of fire safety
  - b. If he were not to make it, there would be no fire
    - i. Backup is needed
    - ii. Ideal volunteer
      - 1. Those who have done firefighting
      - 2. Experience
      - 3. Qualifications
    - iii. Training with Lizard at 10am Saturday at spring event
  
- 10. Strategic planning
  - a. Year 1
    - i. Committees running – Land search, finance, Event Production Team (council/event producers), governance, fire safety
    - ii. Create BOD handbook
    - iii. Investigate community service grants
    - iv. Publicize community art grants
    - v. Create communications/media team
    - vi. Improved internal task management
    - vii. Improve afterburn work flow
    - viii. Possibility of financial investments, depending on land search

MARCH 2, 2014

- 1. Technology
  - a. Storage
    - i. Archives vs. Working documents
    - ii. Access – ensuring only those who need access have it
    - iii. Moving to PDF website vs. Google docs
    - iv. Need additional security
  - b. Hackathon suggestions

2. VVMC revisited
  - a. VVMC has proposed \$5000 contribution to improve roads in back field
  - b. Determined we can spend the money if we think the expense is justified
  - c. Further discussions with representatives to be had later today, after which decisions will be made
  
3. Land discussion revisited
  - a. Some disagreement of land as priority as well as what money has been set aside for land and whether or not said money can be used for other projects (ie grants, improvements to VVMC)
  - b. Accounting not set up for separate designations, but there is a history of BOD decisions re: monies for land
    - i. Originally: With gate sales, most income came in "on site". A \$25k cushion was agreed on, to allow for sufficient cashflow to pay for upfront expenses. All net proceeds on top of this would be used to start a land fund.
    - ii. 2010 - The BoD and PC voted that ticket prices would increase from \$35 to \$50, with the understanding that 100% of the new \$15/ticket would be set aside for land purchase, in addition to any other net proceeds traditionally set aside
    - iii. Discussion over whether or not this money should instead be diverted to funding art projects, at the event and in the community
    - iv. New decision: ONLY \$15 would continue to be put into land fund while left over \$ would be diverted to general fund and/or grant monies (specifics TBD) instead of land
  - c. Is land purchase still a priority for the community?
    - i. Town halls to be held to receive feedback on next steps with regards to land purchasing
      1. NYC, DC, Philly, online
  - d. Further strategic planning put on hold (5-10 year plans) until long term goal of land purchasing vs. grant funding can be determined
  
4. Investments
  - a. BOD lacks consensus about how funds should be invested
  - b. Members do agree that there is a desire to move from checking accounts and CDs to accounts that will produce a greater ROI
  
5. Reminder about reimbursements
  
6. Emeritus Status
  - a. Concerns and confusion regarding current emeritus status, based on previous BOD decisions regarding rejoining BOD
    - i. Attending three meetings and having to be voted on? Being able to just rejoin? 1 year limit? Lifetime limit?
  - b. Leave of Absence
    - i. Decision to end "emeritus status" as definition is confusing
    - ii. LOA
      1. The ability to step away from the BOD for a set length of time without having to be voted back in

2. Those on LOA who would like to rejoin should stay current on BOD happenings
  3. After XX amount of time, LOA can be extended upon agreement by BOD
  4. If LOA BOD needs more time that LOA allows, they will one year to remain "in good standing" and can return to BOD by attending three meetings and being voted back in, as per previous policy
  5. Will need to be fleshed out
  - iii. Advisory Board
    1. Initially to be comprised of former BOD members in good standing
    2. To be expanded to community members with institutional knowledge and those who may not want to join the BOD but who wish to contribute to policy, strategic planning, etc
    3. Community to select members as well as BOD
    4. Why?
      - a. Clarify role of formal BOD members
      - b. Have a storehouse of institutional knowledge
      - c. Network of people with ideas
      - d. Create another way to connect the community to the BOD
    5. Function
      - a. Advisory board to be ambassadors of PDF
      - b. Quarterly conversations between BOD and board are envisioned
      - c. BOD governance committee will take responsibility
  - iv. Advisory mailing list
    1. Current emeritus members will be moved from nonprofit@ list to separate list
    2. Current emeritus members will have the option of returning as the board is created
      - a. Members wishing to return will be required to attend three consecutive meetings, after which a vote will be taken
7. Mayor for Spring 2014
    - a. Mark Nyon
  8. Eviction policy
    - a. Amended due to limited BOD members attending Spring PDF
    - b. Two BOD members will meet to determine if attendee should be evicted
    - c. If the decision is not unanimous, head ranger on duty will break the tie
  9. "Council" or Event Planning Committee
    - a. PDF has become very coordinator heavy, making many pieces (accountability, purchasing) somewhat challenging
    - b. Discussed Council Bootstrapping Team's proposal to consolidate coordinator structure
    - c. Structure proposed extremely similar to other burns, especially Transformus
    - d. Possible Structure to give majority of power to "Executive management"
      - i. BOD = trustees of the non-profit – strategic plan, mission/vision, financials

- ii. Producers = overall management of the entirety of event; empower and hold accountable coordinators, giving more responsibility and control to coordinators
- iii. Coordinators = fall under one of the producers, responsible for all aspects of their position, exactly as it is now
- iv. The only change effectively is the BOD moves further away from any sort of event management and the duties which are currently either falling through the cracks, to the BOD, or are falling solely to one person will be divided among 7
- v. Discussed term commitments of possibly 1.5 years in order to complete one burn cycle and train up replacements
- vi. Producers can also hold Coordinator positions
- vii. Possibly 1-2 BOD liaison for any pieces that may need clarification as requested by Producers

10. BOD vote to maintain current members

- a. Officers voted in
- b. Mark Nyon elected VP

11. Summary of meeting, including due dates

- a. See Appendix

12. Meeting with VVMC members

## Appendix

### Skill set: What Skills Should the BOD Have?

Legal knowledge  
Grant Writing  
Fund raising  
Visioning/strategy/strategic planning  
Non-profit operations  
Interest in arts  
Connection to Burner culture  
Connection to community – PDF, Burner, Arts groups, Public, Gov't  
Marketing/PR  
Professionalism  
Technology  
HR Experience  
Financial experience  
Commitment  
Availability  
Communication  
Accounting  
Philanthropy – what is involved with soliciting funds in MD/other states

\*\*each member noted which of these skills we had and noted where the gaps were

### Accomplishments for 2013

More community art grants  
Community participation for BOD nominees greatest ever  
Increased transparency – regular minutes posted  
Monthly meetings/phone calls  
Sound policy back to coordinators/PC  
Increased internal BOD accountability  
Improved communication with PC/general public  
Financial record keeping  
Annual report draft  
Improved operations and communication within BOD  
Improved relationship with some coordinators and webteam

### Vision Discussion

Transparency  
Education  
Governance  
Stewardship  
Sustainability

Diversity  
Community  
Gifting  
Creativity  
Responsibility  
Collective sharing of ideas/skills  
Culture of play  
“space”  
Environment  
Culture  
Inspiration  
Support  
Art

### Vision Statement

PDF strives to promote and interactive, experiential, sustainable environment that encourages artistic creativity and freedom of expression.

We seek to attract, inspire, and nurture a diverse community that celebrates and encourages experiments in the creation of art, freedom of expression, a culture of play, and the collective sharing of ideas and skills.

### Land Committee

Challenge: finding available people to commit long term

Job description:

1. Empowered by BOD to search
2. Identify options that meet minimum requirements (confirmed by Buddy)
3. Travel to approved site for visit space
4. Photos/videos
5. If site looks solid, report summarizing space as is and steps needed to make it usable

Bylaws revisited – suggested changes

3.03 Remove “and until his successor has been elected”

3.04 Remove “which results from removal of director”  
Remove “balance of the term”

3.06 Where does “emeritus fit in?”

3.08 Remove chairman reference

3.09 Technology policy doc?  
Face to face meetings – computer substitute?

- 4.02 Reference roles of 3.09
- 4.03 Review law reference  
Add records of directors section
- 5.05 Remove repeat sentence
- 5.09 Some version missing officer descriptions

#### Questions for Vets

- 3, 5, 10 year plan
- Modifications to site – PDF to pay?
- Status of “vet security”
- How is vet education going?
- Feedback from vet community?
- Access to more space?

#### Plusses and minuses of remaining on land

- + affordable
- + protected from police
- + they take care of maintenance
- size
- sound
- porta john transparency
- mud
- bugs
- spectatorship of vets
- lack of education/understanding from vets