



# *All-School Meeting*

*March 18, 2014*

*Hosted by the Board of Trustees*

# Agenda

- Review of School Finances
- Development
- Enrollment
- Strategic Plan
- Attracting More Students
- Questions and Answers

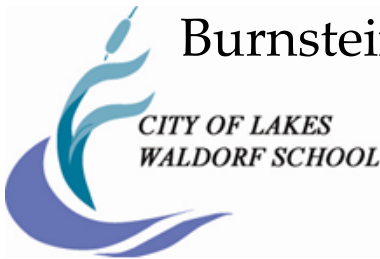


# Finance



# CLWS Finance Committee

- Assists the Board in their fiduciary responsibilities by overseeing the financial management of CLWS
  - Develop and Manage Annual Budget
  - Develop Financial Plans aligned with Strategic goals
  - Oversee Financial Management Systems and Controls, including annual External Audit process
  - Assess, evaluate, and address financial risks
- Committee members:
  - Daniel Nelson (Board Treasurer), Joe Watson, Bob Amis, Dan Steeves, Thomas Kipp, Marti Stewart, Kelly Larson, Jason Burnstein, Deb Rausch, and Valerie Aas



# CLWS Income and Expenses



Total income: \$2,238,000



Total expenses: \$2,228,000

# Key Finance updates for 2013-14

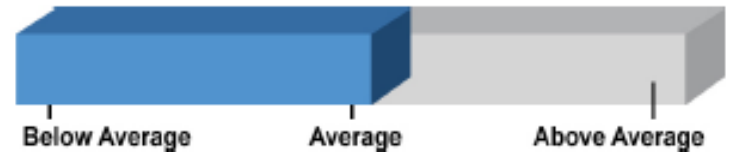
- ✓ Good Financial results with Budget surplus due to higher than expected enrollment
  - ✓ Operating reserves increased to \$146,900 (67% of target)
  - ✓ Building reserve created with initial contribution of \$14,000
- ✓ Continued Employer-sponsored retirement plan
- ✓ Continued progress toward compensation goals



# Feedback from Audit, FY2012-13

## NONPROFIT OPERATIONAL ANALYSIS

*A measure of how well the organization is managing money with regard to its sector and mission.*

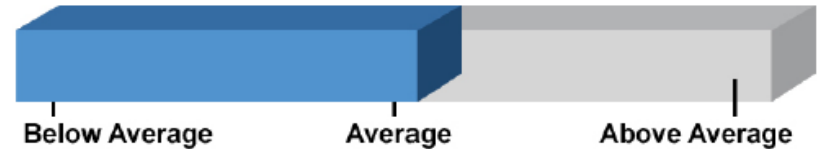


## NONPROFIT FINANCIAL ANALYSIS

### *Financial Score for CLWS*

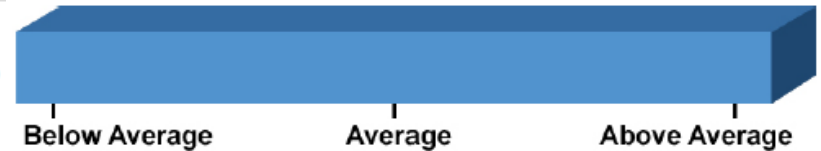
#### LIQUIDITY -

*A measure of the organization's ability to meet obligations as they come due.*



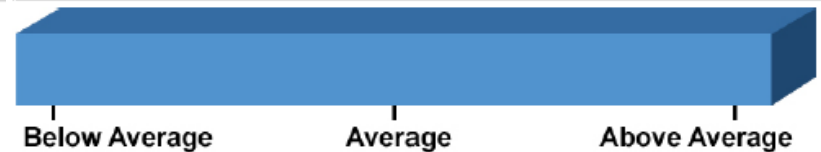
#### OPERATING YIELD TRENDS -

*A measure of whether the trends in profit are favorable for the organization.*



#### REVENUE -

*A measure of how revenue is growing and how it lends itself to the organization's program services.*



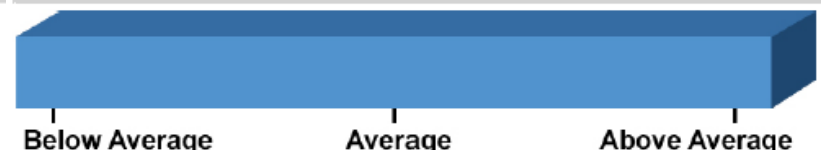
#### BORROWING -

*A measure of how responsibly the organization is borrowing and how effectively it is managing debt.*



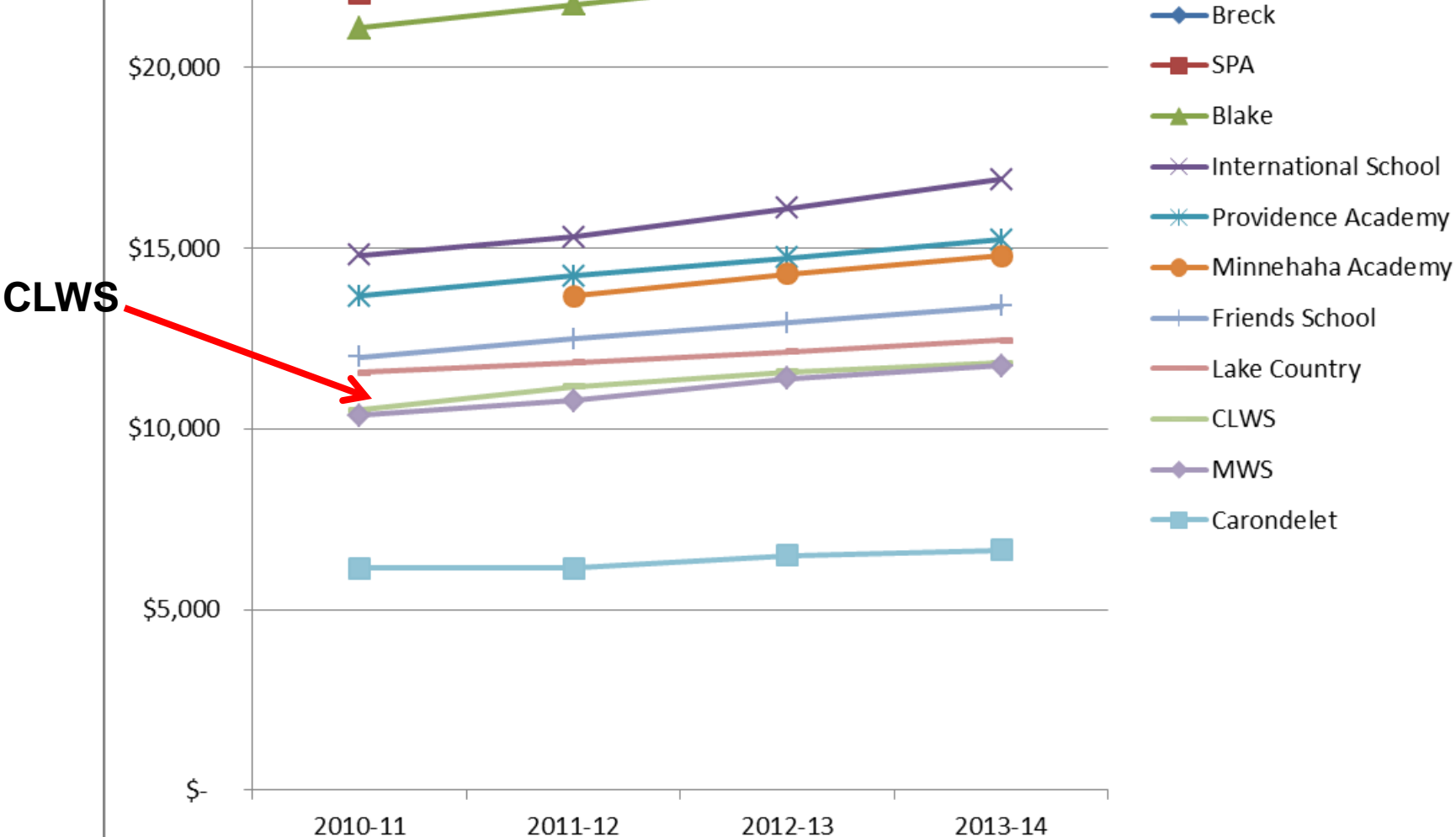
#### ASSETS -

*A measure of how effectively the organization is utilizing their gross fixed assets.*



# 4-Year Tuition Comparison (Grade 5 tuition)

**CLWS**





# Budget Requests – not currently funded

Partial list:

- Increase staffing for assistants for Lower Grades, Little Sprouts and Subject classes
- Increase staff development and training
- Create Master Plan for Building and Property
- New door locks, new classroom chalkboards
- Additional classroom sinks and drinking water solutions
- Increase Compensation and Benefits
- Retirement Service Recognition fund
- Increase Admin staffing to support facilities, technology, and other school activities



# Development



# Charitable Giving Trends

In 2011, nearly \$300 billion were contributed to charities in the United States.

Breakdown of charitable giving:

- 5% from corporations
- 14% from foundations
- **81% from individuals**

89% of the money contributed to nonprofits last year came from people who earn **less than \$150,000 a year.**

Where does City of Lakes Waldorf School  
fall on your charitable giving list each year?

**#1? In your Top 5?**



# School Revenue Sources

**In 2013-14, the school budget was \$2.2 million.**

Breakdown of school revenues:

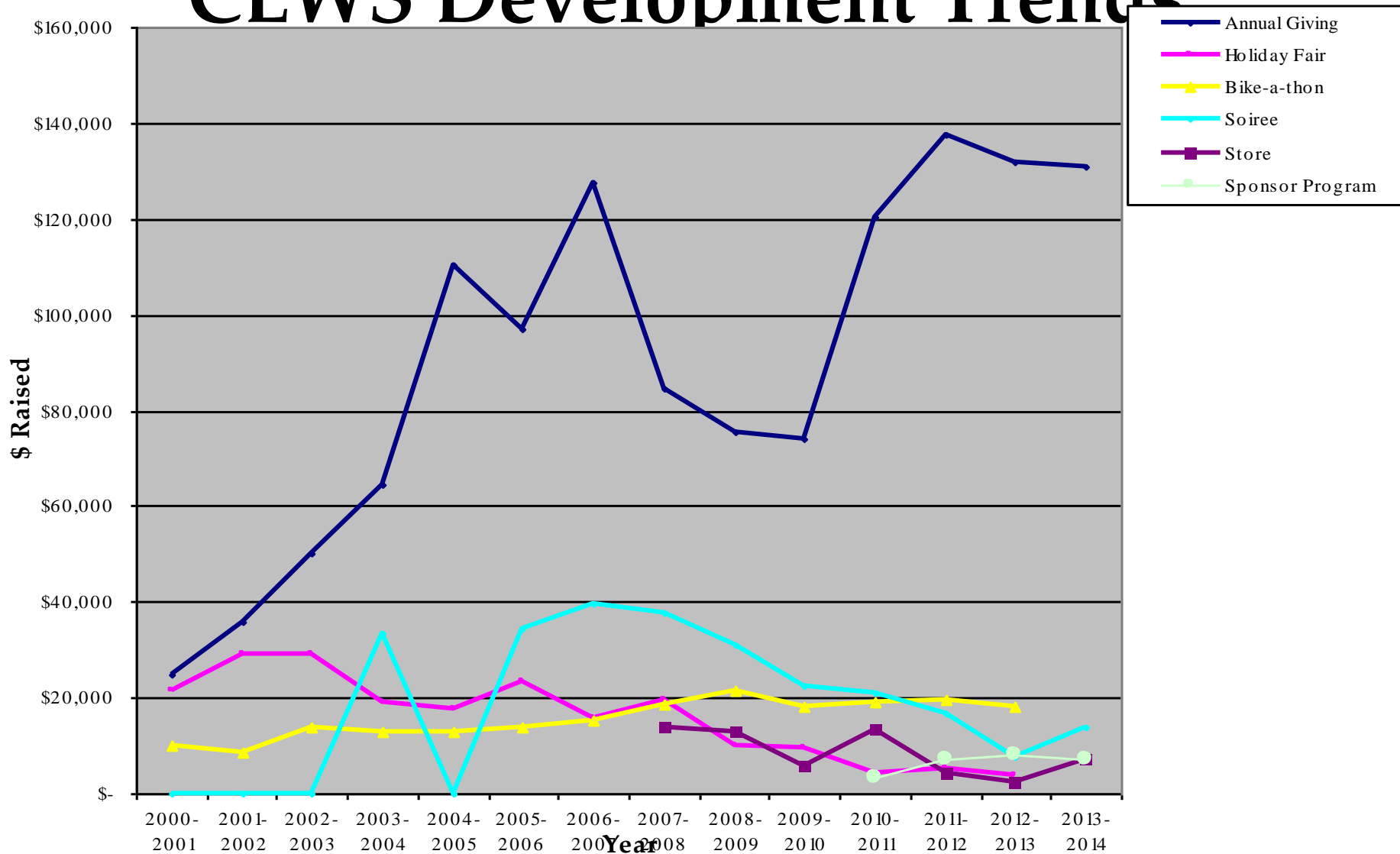
- 91% comes from tuition revenues
- **8% from development**
- 1% from miscellaneous/other

According to several experts in the Waldorf education world: a “healthy” annual giving fund is ~10% of the overall budget. For CLWS in 2013-2014, this would be \$220,000.

**(Ours is currently \$150,000.)**



# CLWS Development Trends



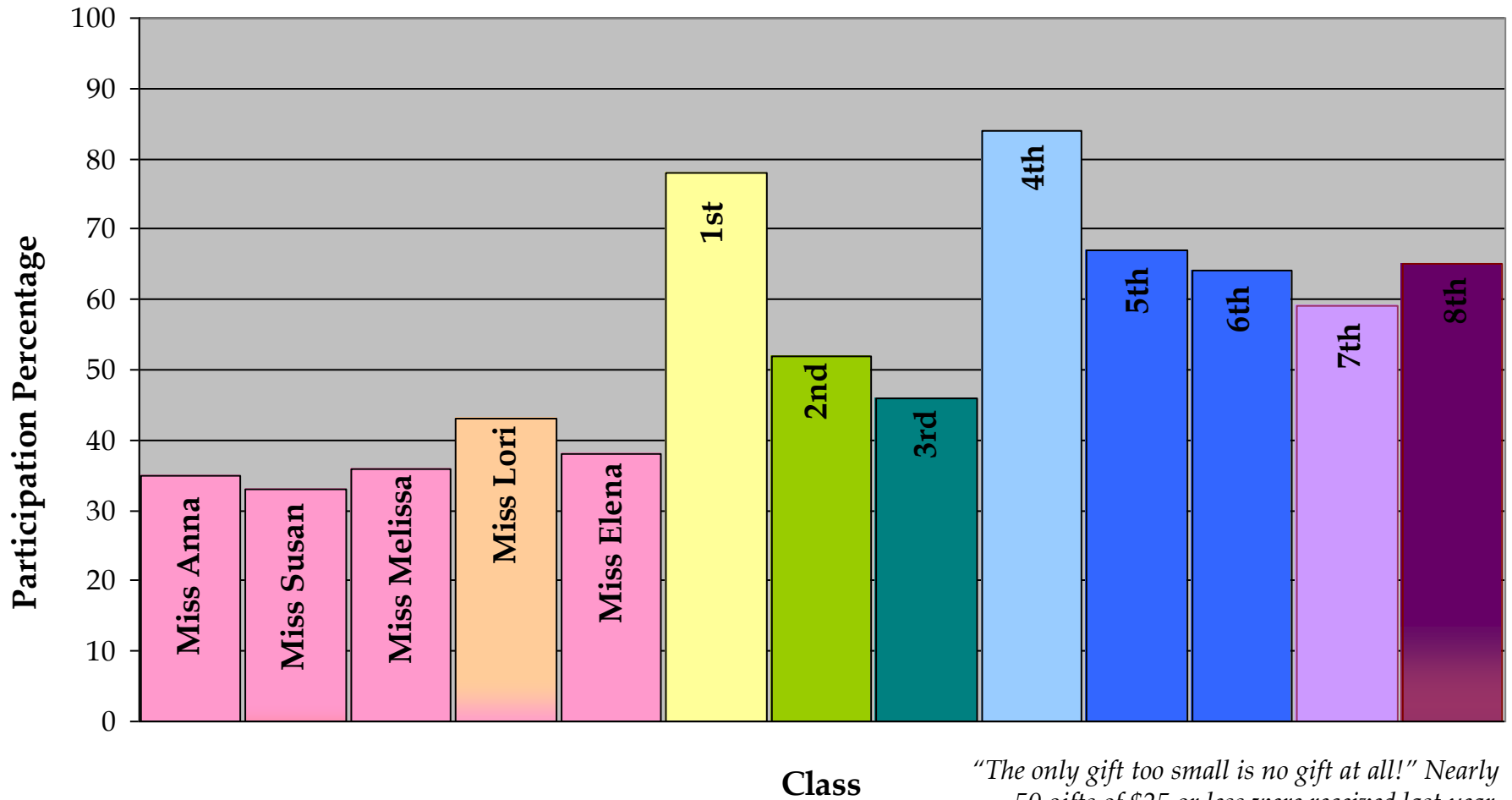
# Development Efforts in 2013-14

- **Events as community builders and less as fundraisers**
  - The exception to this “rule” was our 25th Anniversary Gala last October
  - Our event cycle has shifted with our 25<sup>th</sup> year; two fundraisers each year: a fall fundraiser (to kick off the annual giving campaign and gather the community together early in the school year) and the Bike-A-Thon in spring
  - Hired new Store Coordinator to offer Waldorf resources and engage community
  - Created Marketing and Events Coordinator position to support those efforts
  - Working with others (Board, College, PA, volunteers) to develop other community engagement opportunities
  
- **More development focus on donor cultivation and major giving**
  - New family meet and greets
  - More one-on-one donor meetings
  - Development Committee growing and engaging more parent volunteers
  - Alumni connections: holiday gathering, alumni panels, & social media outreach
  - Community outreach: business sponsorships, Whittier Alliance meetings, etc.



CITY OF LAKES  
WALDORF SCHOOL

# CLWS Annual Giving Campaign



**Goal: 100% Participation**

*"The only gift too small is no gift at all!" Nearly 50 gifts of \$25 or less were received last year. These, too, are critical gifts to our campaign!*

# A Special Giving Opportunity: The Imagine 50 Fund

This year, we've honored the past quarter century and are laying the groundwork for our school's next 25 years. We created the *Imagine 50* Fund as a special giving opportunity to support our efforts.

**The *Imagine 50* Fund is supporting two key priorities:**

***Looking Within:*** Strategic planning is nearing completion and will determine our future direction. As we look back to our founding mission and engage in a community visioning process, we anticipate what is to come and will strive to meet it.

***Reaching Out:*** We have completed a comprehensive review of our brand and messaging that will result in a new visual identity, targeted messaging, and a communications plan to increase our visibility and reach new families. We have also begun plans to enhance and redesign our outdoor and interior spaces to more positively impact our programs.

In addition to making your annual fund gift, please consider this special opportunity to invest in our school's future.

**We've raised \$30,000 to date, but our goal is \$50,000. (Remittance envelopes are here tonight and in the lobby and office.) Thank you for supporting our future!**



# Great Gatherings Now Online!

Do you like to host parties? Or do you have a great idea for one? A family bowling night? Crafter noon? Summer Barbecue? Great Gatherings can be held at your home, favorite restaurant, local park, or even at school! Invite just kids, just grown ups, or welcome the whole family. These bring our community together while supporting the school. Hosts suggest the price, number of guests, the preferred date and venue. Let us help you brainstorm if you have an idea! Forms to host a gathering are in the office.

## Examples of past Great Gatherings:

- Port Party
- Muskie Fishing Weekend
- Fairy House Furniture Crafting
- Kickball and Picnic in the Park
- Bike Pub Crawl
- And more!

We'll add Great Gatherings to our [Community Events Calendar](#) and host online ticket sales. This makes it easier than ever. **Don't forget, new families are invited to attend these gatherings for FREE!**



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# City of Lakes Waldorf School

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## Enrollment Overview

# Enrollment Opportunity

Grade 8



Grade 7



Grade 6



Grade 5



Grade 4



Grade 3



Grade 2



Grade 1



K



Pre-K



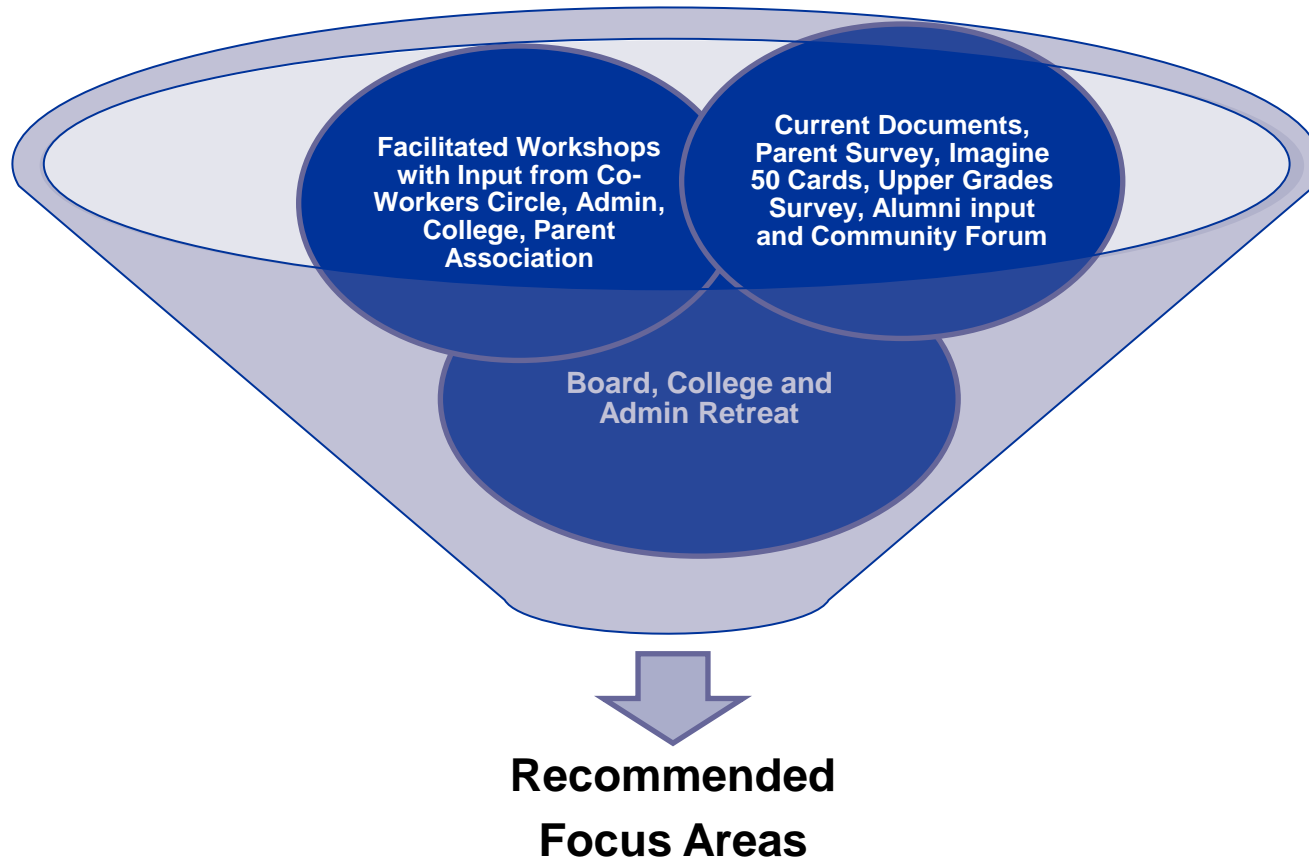
# Strategic Planning



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# Where we Are in the Process

Strategic Planning Task Force Members: Lawrence Black, Jason Burnstein, Marcee Hansen, Meg Paschall and Marti Stewart



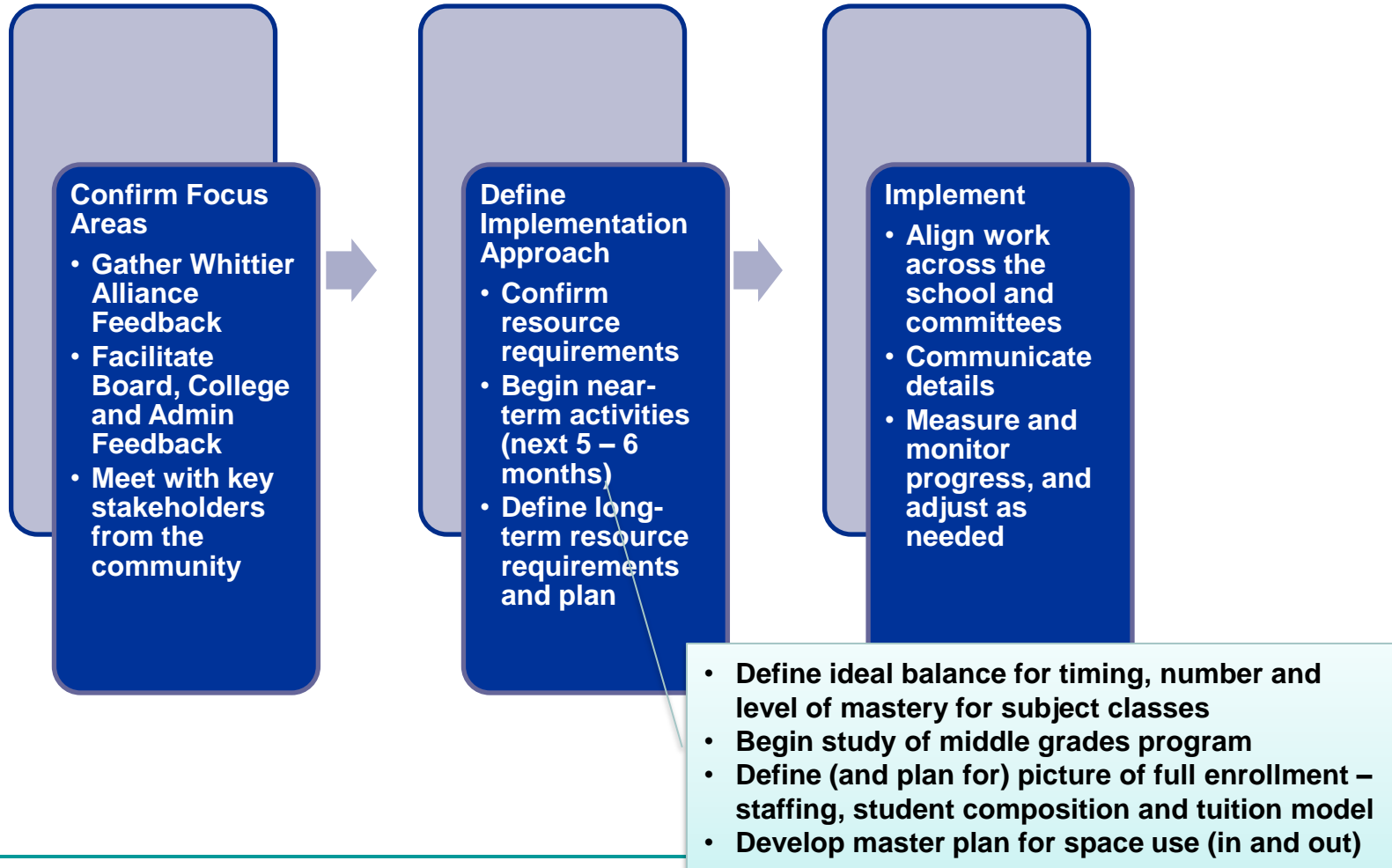
# Recommendations for the Next 5 -7 Years

*To Deepen our Roots and Expand our Reach*

Focus Areas	Long-Term Goals
1. Quality and Excellence in our Educational Programs	Consistent delivery of an outstanding Waldorf education for all students
2. A Vital and Sustainable Community	Sustained full enrollment and staffing, reflecting our diverse community
3. Beauty and Functionality in our School Spaces	Updated space that reflects vision and ties to community

*Through all three focus areas,  
we will reinforce our ties to the community.*

# What's Next



# Attracting More Students





# Questions and Answers