

Thursday, January 21, 2010

17:00 Pickup arrivals at LAS

19:00 light food

No business conducted due to late arrivals, flight delays and cancellations

Friday, January 22, 2010

In attendance: Whit Holder – President, Chris Gunn – Vice-President, Sandy Bennett – Treasurer, Lisa Sasser – Clerk, Collin Beggs, John Miller, Al Anderson, Randy Churchill, Adrian Jones, Joel McCarty – Co-Executive Director, Will Beemer – Co-Executive Director, Kenneth Rower – *Timber Framing* Editor, Director of Publications

Breakfast

Introduction of BoD members/BoD member responsibilities

Review Mission Statement\Committee & Board Structure 2009 and beyond

Financial Planning and Analysis for 2010 and Beyond

Strategic Planning & Policy Governance Intro (deferred)

Transition Planning

Luncheon

Apprenticeship/Curriculum

Apprenticeship/Curriculum

Projects and educational events

Membership retention

Cooking

[Blue Sky](#)

Meeting commenced at 8:30am

Joel welcomed the three new BoD members, Lisa, Randy and Collin

Joel: recommended changes to teleconference meeting schedule: 3rd Wed Executive Committee, 4th Wed Full Board Meeting recommended by Joel and Sandy to get the most current financial information to BoD members. Will this will get information to BoD members at least a full week sooner. Whit notes that we should also consider the time of the conference call. Wednesdays are bad for Collin except at 4:00pm Pacific (7:00pm EST on Wednesday). Full BoD call 4th Wednesday at 7:00pm works for all. Executive Committee call at 7:00pm EST on 3rd Wednesday. All agreed to this schedule. F2F 3rd week of January works for all.

Committee and BoD structure for 2010 and beyond:

Whit: Brenda is Chair of HR, Chris is BoD representative. Whit received year-end committee reports from: Brenda – HR, Ken – Publications, Chris -Koehn – Projects.

Committee Reports:

Projects: 7 members + Joel + Alicia. The committee added Charlie Blend who is a long term volunteer. The committee is taking on developing critical path for projects and revising project documents. Adrian: more is being done on the budget route. Joel: Charlie is reporting on the effectiveness of projects on the consumer side.

Publications Committee: Ken is the Chair. 2 EDs, all publications staff and 3 at large TFG members. The committee met 6 times last year. Scantlings process of developing e-Scantlings. For 2010 the Publications Committee is planning to combine journal articles into Timber Framing for Beginners (Andrea W.) Reissue of updated version of Jack Sobon's Historic American Timber Framing. Whit questions whether we need a web committee or if this falls under the publications committee.

Ken: the web pages are in fact publications. There was a discussion of social media as being somewhat beyond the scope of publications. Al suggests that maybe this would fall within a PR committee. Lisa will join Publications committee with the goal of identifying new media/PR aspects of publications that might on further definition be developed into a new/related committee.

Conference Committee: Brenda reports that main issue is assessment of long term viability of two major conferences – East and West. The conference committee will work with EDs to evaluate options

Human Resources Committee: Brenda's report. HR committee assists ED in coordination, review and development of HR policy, resources and practices. In 2009 the major project was the ED search. Committee will review and monitor transition process. HR committee will consider meeting on a more regular basis in 2010 to assist with transition.

Membership Committee: No report. Jack Costantino has recently become very active, and new energy has been breathed into the membership committee. Whit would like to have a survey of new and renewing members to get a better profile of membership to understand demographic and makeup and provide information on turn over.

Will: we have a survey but it's optional and we haven't been getting good feedback. Lisa: PTN has a survey that must be filled out by new and renewing members. Adrian, Whit and Collin: we have a pretty good idea of how our membership breaks out re: carpenters, students, panel salesmen, general public, engineers, architects etc.

Collin: after the last F2F we made calls to lapsed members, but the sample size is probably too small to draw lessons from. Al: Leon has suggested that he's not interested in chairing the membership committee. Sandy: we're on a 4-year decline and need an active and aggressive membership committee. Sandy, since we're budgeting for a 100 member increase it's a pretty critical issue that we need to pursue. Will: we're 30 members ahead of last year (170 rather than 200 down).

The BoD concurs that Randy and Lisa should join the membership committee and increase BoD representation and action.

Finance Committee: John reports that the Finance Committee has largely been inactive, but John plans to get it up and running. Sandy would like to see a "small and active committee".

Nominations Committee: Whit – the nominations committee needs some help. Need 6-10 high quality, motivated candidates every year. Joel and Whit: approximately 1/3 of members vote. Joel: we have successfully made the transition from paper to e-voting.

Al, Whit and Sandy's terms expire this year. Al is coming up against term limits. The Executive Committee is selected each year.

By-Laws Committee: Susan Witter is well informed on issues relating to By-Laws re: publication of the Member Directory. By-Laws Committee is reconstituted as needed to address issues that may come up.

Public Relations Committee: Joel, do we need a separate publications committee and how does it interface with social media, publications, etc. It could also be called a "Marketing Committee".

Financial Planning and Analysis for 2010 and Beyond

Lifetime Membership

Sandy stated his position and history that we need to be focused on the financial stability of the organization. The BoD has the responsibility to know and understand the budget. We have slipped in membership pretty drastically although it appears that we finished 2009 in the black. Total equity figures, we are around \$200,000 for last year. There have been liabilities that weren't recognized. We showed +150K in April 2009. As of 12/1/2009 we were showing + \$15K which includes \$11K allocated from the lifetime membership fund. Sandy recommends that we put the money back into the lifetime membership fund if we can do so and remain in the black. None of our funds are restricted (with the exception of the \$10 scholarship fund).__

The Lifetime Membership fund was created in 2005 or 2006. There is approximately \$77K in the Lifetime Membership Fund. There is a cost associated with providing publications etc. to Lifetime Members. We don't have an actual figure for fulfillment costs for lifetime members. We only got 1-2 lifetime members in the last 6 months which is why we pulled money out this year.

Joel: this was a BoD initiative spearheaded by Curtis Milton with the intent of amortizing over 10-15 years. The fund has underperformed as a result of the economic downturn. The increase in the baseline price of memberships and lifetime memberships depressed the number of new members. Joel: we underestimated the "elasticity of demand". Will: it was not done initially as a fund raising measure, but as a convenience to members. Collin: should we keep doing lifetime memberships if they're a drain on other programs? Whit: we don't really advertise it. John: the lifetime memberships are "significantly too cheap". Joel: we could go to our lifetime member cadre and say that we underpriced this and solicit their participation in getting publications electronically. Adrian: it probably isn't bad press to admit you made a mistake. Collin: I feel uncomfortable changing the ground rules, saying because we screwed up you can't have paper publications. John recommends that we temporarily suspend the sale of lifetime memberships until we can re-evaluate the price and determine actual fulfillment costs. Ken suggested sending a letter to lifetime members saying that we're trying to assess the viability of this fund and finding out their ages as a way of improving data on long term costs.

Al: are member dues supposed to cover fixed overhead costs of the organization or just the cost of publications? We have approximately 128 lifetime members. The annual fulfillment cost is \$67.91 per member. 2008, average income per member is \$86. The sense of the BoD via a non-binding poll was to leave the lifetime membership option in place on the store, but not advertise it, pending further review.

Budgeting Process

Sandy: we had some defects in our budgeting process which fortunately were mutually offsetting. Projects were way over projected revenues and memberships were way under. Projects were the silver bullet last year. Budget could perhaps be made more user-friendly and possibly be streamlined into six budget areas. We do a good job on the expense side but could do a better job on the income side. Based on the numbers in 2009, we are projecting a \$10,000 increase in 2010. Sandy questions whether it's realistic to believe that we can increase membership by 100 to achieve the projected budget numbers. We need a plan to insure that it happens. Adrian: we may have an overly complicated system of laying out the budget and allocation of costs. Sandy: we've clearly simplified things and a lot of the data is there in supporting worksheets. John: we need to work with the new accounting firm to insure that the reports are clear to the BoD. We can't tell the accounting firm to give us what we should be asking for. Al: we need to direct the accounting firm to give us a clear breakdown of our fixed operating costs, so we can use this data. Adrian, the question of how we report this information is the easy part; the hard part is how we think about it. Sandy: we have committed to a budgeted income of \$691,000 for 2010 (i.e., gross profit in sales only). Gross revenue is \$730,000 (i.e., including the cost of inventory). One way to get there is to make sure we hit every budget item pretty much on target. Will: one of the predictions as far as getting those 100 members is the sense that as the economy improves, members who did not renew in 2009 will rejoin TFG in 2010.

Adrian: we need to monitor membership renewal and other budget assumptions and revisit the budget if early projections are not on target. If we have to cut costs mid-year to make our budget, we need to make it so. Lisa: how realistic is it to say that we can cut the budget in mid-year? Joel: the analogy is with town budget reporting - you don't change the documents, but you make adjustments. Sandy: we will not save ourselves into prosperity. Ken: the underlying question is what is the nature of the Guild? Has it evolved from a membership organization to a corporation that is concerned with doubling the sales of hats? Adrian and Sandy commented on bolstering the role of the membership committee by recognizing people who bring new members to the Guild.

Randy asked if we are still in a transition from cash to accrual accounting and what are the ramifications? Al said that it's our 4th year of being on the accrual method, but it's still in transition. We will get the 1st report from the new accounting firm around the middle of February. Hopefully we won't see the variation that we've seen on the income statement in the past. Sandy: after all the project/conference bills are accounted for the 'net' income gets carried over from the balance sheet to the income statement. Joel: we do progress payments on projects. Accounting will be done on a dollar for dollar basis. Al: this shows the difference between budgeting and book keeping. Will: how do you know when you can use revenue (i.e., advertising income) if it hasn't been reconciled in the accounting system. John: that money is there in the bank account and can be used and tracked on a month to month basis. Joel: that's why it's so important to know every month how much money in the bank is already obligated.

1/3 of the costs of publishing *Timber Framing* are paid by advertising; 50% of the costs of Scantlings are paid by advertising. Joel's question to the accounting firm is what practices are followed by other successful nonprofit organizations. This is why this accounting firm was brought on . . . we don't have these skills in house and don't have the opportunity to develop

them internally and perform our other functions. John: we will see an iterative process of budget reporting that over time will produce results that will be much easier to use and understand. The numbers and data won't change, just the way the information is displayed. Sandy: the goal is to use this data to end this year in the black.

Transition Planning

Joel is 99% synced with Becket on the membership data base. 100% up to date with payroll, workman's comp, etc. in New Hampshire. 2009 payroll and invoicing in complete (taxes not yet paid). Physical move to Alstead is complete. Will said that the new office is bright and well set up. Ken: the office needs a prominent sign; Joel will take care of it. Alstead is 100% up to speed with orders, member renewals and member packets, NH banking, credit card processing and merchandise inventory. 340 membership renewal letters went out on time on color coded paper. Membership renewals will be sent out in quarterly blasts. Alstead will duplicate all Becket processes exactly before making any procedural changes. Alstead is on point for the next mailing of Scantlings next week. Joel notes that billing for Scantlings is a little complicated, but Sue had it all worked out and Joel is getting up to speed on it.

Open items include: credit card processing still deposits into last MA account, 100% complete in reconciling deposits in MA vs. NH for the last week of the year. Re-issue of the signature authority for banking. The checklist for money, merchandising process is slowly being perfected. Investment funds reporting assets have been changed. Merchandise coverage switched to NH and flood insurance procured for the new site (the building is currently not in a 100 year flood plain). Joel notes that Will and Sue Warden have gone out of their way to help make the transition work.

Ken asked if it's likely to get the same work accomplished at the same cost as previously. Joel replied that he should know the answer after the first quarter. Will and Sue are working until June 1st. Will said that he is concerned about accountability. He did not see Joel's proposal or the reports that have been sent to the HR committee. Will was under the impression that there was going to be an additional staff member. Having an accountant should take a lot of burden off of Alstead. Joel, Susan and d'Alessio are doing the same thing that Sue was doing in Becket. Starting in February, Joel anticipates meeting with the accountant once a week. Receipts and payments are sent electronically to the accountant. The accountant is doing the invoicing. John wants to know how we're going to get everything done with a lower staffing level, citing as an example the staffing of the conference table. We've gone from 4 full time people to 2 full time people, a paid accountant/ book keeper and other contracted services such as Brenda and Will doing conference work. Joel responds that the method is to establish good job/position descriptions. Will states that everything will depend on how efficiently people can do their job. D'Alessio is on board for 800 hours per year. Conference registrations will be the next big job, and have a whole new level of book keeping with difference registration levels. Joel: we may well learn that having the conference pay its own way may result in a conference fee that will not be supportable.

Alicia Spence has been brought in to be the project manager. She has successfully provided these services in the past to the Guild. Once the contract is signed she will manage each project until the team shows up on the ground. Will is staying on under contract to managing programming for Montebello. Brenda will manage conference logistics under contract. Will said

that it may be necessary for conference programming and logistics to go back to volunteer efforts.

Joel stated that he needs to consider not going to every event and being the face of the Guild because of the added work load. The Board stated support for Joel's important and successful role for Joel to publicly represent the Guild at projects, but acknowledges that it will be difficult to do both. Whit asked Will if we need a transition plan for conference programming at the point where Will is no longer doing conference planning. Will expects to do Fort Worden, but says that the chances are only 50-50 that he will continue managing conference programming after that. Randy asked what we can do as a BoD to support Joel. Whit: the HR Committee will review the status of the transition and report to the Board. Joel said that since December every contact with HR had been initiated by Joel.

ACTION ITEM: Chris will work with the HR Committee to set up a schedule, timeline and plan for HR to monitor the transition process, work with Joel to accomplish the transition and report findings to the BoD.

Will: the Treasurer should be in charge of oversight of the financials. The auditor will want to know who is responsible for oversight. The Treasurer should have signature authority and two signatures should be required for checks over \$10,000.

Apprenticeships

Will opens the discussion with the requirements of the Department of Labor (DOL) for the apprenticeship programs. The program cost is \$8,800 per apprentice. There is a requirement for structured training for specific blocks of time, or the journeyman has to be trained to provide the structured instructional session. 48 weeks per year of on-the-job training + four weeks of related training. The \$8,800 includes assessment and program management costs, room, board and travel. There is a proposed yearly registration fee of \$1,000 per journey worker. The 10-year Master program is strictly time based.

Adrian asks what the pay scale for apprentices is. The apprentice is getting 50% of the journey worker wage. When an apprentice is registered they automatically get 50% of what the journey worker they are working with is getting. Al: notes that an apprentice may come in and qualify as a 2nd or 3rd year apprentice. Adrian asked if the related training courses could be opened up to non-apprentice participants to help subsidize the program.

Al asked why someone would want to participate in the program as an apprentice or journey worker. Collin suggests that this is an important safety net, and insurance that the company invests in the training of the apprentice. No one can become a master without becoming a journey worker first. Collin expressed concern with the Master qualification saying that it seems watered down relative to German, French or Japanese work. Ken said that it would be possible to develop standards for a master from standards for a journey worker. Journey workers commit to teaching at Guild events and self education and improvement. Collin: the concept of service is a big part of the idea of becoming a master. Lisa said that the idea of the master will continue to evolve over the next ten years. Will expressed that he is fine with the idea of testing for the master level, but cautions that we don't have the infrastructure in the US to produce someone with the qualifications of a Bruno Sutter.

Whit asked Will what he thinks the chances are of getting 10 apprentices this year. Will plans to get journey works and companies identified by the Western Conferences and apprentices registered by August. If the apprentice positions are not filled within a year there is a threat of losing program certification. Apprentices have to constantly be supervised by a journey worker, so John's shop would need three journey workers to continually supervise several apprentices. Will pointed out to Collin that you don't have to supervise an apprentice to be a journey worker. Whit suggests raising shop rates 50 cents per person and passing it on to clients through advertising and promotion of the program.

John asked if it's possible to establish a standard journey worker scale. The consensus is this is the correct approach. Adrian brings up the point that there may be regional variations in the journey worker scale. DOL must be informed if there is intent to pay an apprentice more than the standard 50% of journey worker scale. The program extent is 5,000-7,000 hours. There was much discussion of whether there would be a large enough pool of potential recruits for the apprenticeship program. Randy has several people in his shop that are German masters that would immediately be eligible for reciprocity in an American program. Adrian asked what the qualification is to qualify as a journey worker. Much be a Guild member, 5 letters of recommendation, portfolio. Self assessment, interview, portfolio, if they are accepted they commit to pursuing training in deficient areas.

Whit discussed the idea of having a logo. Will mentioned the PTN belt logo as a reference. Lisa recommends holding a logo design contest.

John asked how the apprenticeship committee will be able to process all the applications for apprentices and journey workers. There will be two paid positions to review applications, milestones, etc. As long as there is one apprentice by August 2010 the program can go forward. Apprentices are not paid for related instruction.

Discussion of marketing outreach included the TFBC outreach to architects and direct contact with the American Institute of Architects. The 1st discussion of the apprenticeship program was at the 1st Guild Conference at Hancock Shaker Village 25 years ago. Whit said that this is really core to the mission of the Guild. Will said that we don't have to use the DOL program as a model; we could do it through other means.

Whit asked what the action items are for the Apprenticeship program. Will responded that the most critical need immediately is marketing and targeting recruitment of specific potential journey workers. The sense of the BoD after much discussion was enthusiastic support for the intent and direction of the program and endorsement of the funding framework as presently developed. Whit said that he believes that in 10-15 years time as the program matures we will see a definitive difference in the quality of the built environment.

Need for subject matter specialists in engineering, safety, and other specialized topics. Whit mentioned that it would be desirable to have "journey worker" meetings at conferences.

Projects and Workshops

Talladega, repair and repurpose event, small hand raising in Upper Arlington, Ohio, Shelburne Farm in partnership with PTN. The Polish project has missed another deadline and the risks are

manifold. Joel has not pulled the plug yet, but it is very uncertain whether the project will go forward. Andrea Warchiazar is working on a carousel project in the Adirondacks. Rick Collins called about a project with the National Barn Alliance. Battle Creek, (Kellogg Foundation) grant to build child size replicas of historic barns. One covered bridge project in Lexington, VA has lost it funding and is no longer a potential 2010 project.

Will asked where the overhead for 2010 the projects is in the budget. Joel said that that will be developed as the projects are confirmed. The projects committee recommends projects to the BoD. Whit asked who is in charge of developing the educational component of a project and insuring that it gets carried out. This is part of Alicia Spence's duties as Project Manager. Will mentioned the goal of using the projects to develop curriculum materials. Whit expressed an interest in developing more workshops with an extremely strong educational component. It was emphasized that these should be unique to the Guild and not something already available at another school. The Laurie Smith English Scribe workshop was cited as an example of a highly successful workshop; it will take place again next fall at Bucksteep. There is interest in doing another one with Laurie Smith out west.

Blue Skies

Whit: the only rule in blue skies is don't piss on anyone else's campfire.

Will: the Western Conference at Fort Worden will coincide with the rhododendron festival.

Saturday, January 23, 2010

In attendance: Whit Holder – President, Chris Gunn – Vice-President, Sandy Bennett – Treasurer, Lisa Sasser – Clerk, Collin Beggs, John Miller, Al Anderson, Randy Churchill, Adrian Jones, Joel McCarty – Co-Executive Director, Will Beemer – Co-Executive Director, Kenneth Rower – *Timber Framing* Editor, Director of Publications

Conference Frequency

Publications

Web directions

Luncheon

TFG/TFBC relationship

Disaster Planning

Grant funding and other income streams

Additional topics as required

Cooking

[Blue Sky](#)

Conference Frequency

Will: Ft. Worden will be later than usual and there is no place for the trade show. Every trade show booth holder (1st two) pays spouse rate. Ken asked if the trade show could be in a tent, but security would be an issue. Adrian asked if it was critical to have the trade show for the conference to break even. Will: it definitely impacts the auction. Will: the trade show participants would probably really appreciate only one big conference. John: only one conference would definitely impact auction income, and he doubts that we could make up

attendance from eastern and western with one conference. Collin: thought we were getting feedback for TFBC that they would appreciate only having one conference. John thinks that TFBC may be having the same kind of financial difficulties as TFG. TFBC has been adamant about needing to have the trade show in the same building as the conference. John, the Kayak symposium has a viable location at Ft. Worden for their trade show.

Chris: is there a driving force to change the frequency of conferences after having this same conversation last year. Collin: the frequency discussion actually has more to do with the type of conference . . . the trade show constrains the type of location and venue. Will: TFBC has the boot camp attached to the conference. Adrian: if you read the conference surveys there are a lot of really happy people attending the conferences. Attendees can camp . . . Whit: the KY Rendezvous had very little promotion, but had 30 people. Collin: we don't get feedback from the people who don't attend the conference. Joel: paraphrasing Collin – the barrier to entry is basically the price. Joel doesn't know how big the underserved population is. John: the great advantage to Ft. Worden is low cost model, camping etc. TFBC does their own trade show + the E&W conferences. Sandy: it would be a huge mistake to drop a conference and then try to replace it. Chris: is the conference committee devoting time to developing strategies for meeting the needs of the underserved populations. Collin: concerned that the trade show is defining our venue. Sandy: there are many other criteria that are considered. Will: if we can have the trade show in another building, or a little less formal with all the pipe and drape, there are options for accommodating the trade show. Joel: because there is this tension, perceived or real, we have an obligation to discuss it. Trade shows are a member service. John: with or without the TFBC the Guild should have trade shows at every conference. Joel: part of the dynamic is whether the TFBC will continue to have a stand-alone event. Sandy: TFBC could tie their stand-alone event to the front or back of the TFG conference. Will: that would limit TFG to 2 pre-conference events. Joel: it appears that the consensus is to maintain the status quo for the present and let TFBC know that they are welcome at Ft. Worden. Will: the Boot Camp next year will be attached to the Eastern Conference and will alternate year to year. John: the problem is if vendor traffic drops off and we don't have effective trade shows. Joel: John to carry the message to TFBC that the trade show will continue, but the venues may change. Adrian: why do we keep searching out new places instead of going back to the tried and true. Will responded that members enjoy the opportunity to go to new places, even though there are economies of working with known successful locations. John: the cost of the resort venues is so high that it might be offset by going to a low cost venue and having to rent a tent, lights, security, etc. for the trade show. Sandy: do we have a way to prove that the trade show increases our attendance. Joel: the \$23/night venues at universities proved that we could get 600 people at a low cost conference.

Joel: we need to explore that the barrier to participation for carpenters to attend is price. Maybe we need to revive the scholarship program to address that. Randy: not all carpenters are interested in what the conferences offer. Lisa: we have a number of constituencies: social, content, business, TTRAG, Rendezvous. Joel: there is very little cross over between people who attend projects and people who attend conferences. In 2009 we served +/-125 people in the workshop model. Collin: the Rendezvous are so irregular that people really don't have an opportunity to plan to attend. Whit and Sandy: the get-together model for socializing with a little bit of programming has a lot of potential. Lisa: would it change the dynamic of conference attendance to have more hands on content during the conference. Will: it is a popular component, but not a deal changer. John: we have to make sure that the conference does not

conflict with GreenBuild. Joel: as much as we love Montebello, the vendors hate it because of the taxes. Ken: Collin made an interesting point about going to TTRAG and not conferences for many years because it was affordable.

Publications

Ken produces the Journal, oversees Scantlings, reviews conference publication and member directory. All publications are healthy. Ken also produces books such as Safety Manual, compilation of timber framing basics and new edition of Historic American Timber Joinery planned for 2010. Book on compound joinery is in planning stages.

Ken has some changes in mind for the Journal – modernizing the appearance somewhat, possibly bolder layouts. Size has been a question from time to time, but it has not been a serious issue. Ken cited Laurie’s book as an example of modern layout. Ken has commissioned Laurie to provide a proposal on layout. Ken, we have 150 outside subscribers including libraries and EBSCO. Ken believes that more than 1,800 people in the US would be interested in seeing this publication, but is not sure how to make those links. Lisa asked if we are on JSTOR, Ken said no, but will investigate it. Ken said that we have explored sales in select bookstores, but the feeling is that it is too esoteric and specialized. This is a marketing issue which should be investigated.

The essential purpose of Scantlings is to act as a vehicle between the BoD and membership as well as a forum for member activities. Scantlings is now being distributed electronically to around 200 people. Adrian: why is Susan copying the BoD on pre-publication Scantlings? Ken: it’s for error checking.

Production costs for the Journal archive on DVD have approached zero, although there is a small administrative cost. Sales of Historic American Trusses or the Plan Book haven’t been great, although the Google Sketchup book has been very successful. Will: the lesson I learned from the Safety Manual that Journal articles don’t necessarily make good textbooks.

Whit: I want to encourage every BoD member to submit articles for the Journal. Ken: book reviews are always welcome.

Collin: what about companies that write about their own projects. Ken: there is no *a priori* objection, the test to determine what content is of interest to the reader. Company explicit content can be edited out until the end.

Ken: 2 years the Journal budget has been reduced and he doesn’t think it can take another reduction.

Lisa: what are the policies on republication? Ken: rights of first publication (with a 90 limit) and republication rights, and the authors retain rights. 3rd party requests require permission of the author also. Collin: how is the supply of articles submitted? Ken: sometimes adequate. Whit asked Ken how long he would continue as editor. Ken responded that he would continue for the foreseeable future and expected to continue until he located a potential successor.

Joel: are there any objections to having the Journal online by the end of 2010? No objections. Lisa: the advances in e-book readers suggest other future possibilities for dissemination of the Journal online. Joel: the consensus is that we will offer TF online by the end of 2010 (with no discount) and will devise a discount for international subscribers. The ultimate goal is searchable online database similar to JLC and Fine Homebuilding. Joel notes that this was a profitable but painful experience for JLC and Fine Homebuilding. Joel: all issues have been scanned at highest possible resolution and are formatted for OCR. Lisa to Ken: will the prospect of electronic publishing influence layout design. Ken: no, in general the qualities of layout are the same, but there is no way of controlling how the viewer will experience the screen.

Web Directions

Joel: there is general dissatisfaction with the static nature of the website. Whit concurs. Joel: the website is huge and unwieldy, and it needs more attention than he can give it. Behind the curtain the plan is to roll out back office services for access to the member database. Because of finance and technical limitations the member database only gets updated every 6 weeks or so. There are other organizations doing a better job of appearance and navigation. The store is really stable (outsourced service) works really well. The cost of getting to open source software for the store is substantial. There is considerable volunteer interest in contributing. Web videos are a requested feature. Unfortunately there is not a big budget or time budget to accommodate this.

John: if we're going to make a substantial effort to continually update the website, what is the perceived benefit, and what is the budget. Joel: mostly the budget is devoted to maintenance and fixes. The SketchUp advocates are interested. Janis Wormington continues to work under contract to TFG at a maintenance level, but is scheduled to end on June 1st. Alfred Nutile of River Valley Tech Collective is now under a fixed price monthly service agreement for tech support.

The forums are a high impact, low cost member service. Joel only has to get involved when it blows up which is not frequent. Whit asked how many forum users are not TFG members, and suggests that there are users who aren't aware that the forums are connected with TFG. **Is there a way of designating Guild membership (member tags) for forum participants? Can there be a members-only section of the forum. The forum runs on UBB.**

Will: how will the website support the apprenticeship program re: logbooks etc. Joel, that can be done easily and at minimal cost. Web based training & course work. Lisa: NCPPT has expressed interest in funding online trades training. Adrian: Google does a good job of locating items on the TFG website. Ken: the homepage should be updated within 72 hours. Joel: that's a goal.

Joel: we're past the point where it's a good use of the ED's time to be making routine updates to the website. Adrian: managing the website could conceivably be a full time job. Ken: Janice is billing to update the website once a week. Joel: needed changes to the website need to be brought to Joel's attention by Wednesday of each week. Will: the Alabama project is not on the website now, six weeks out. Alicia can submit project related website updates. Joel: getting paid by the Feds (re: Alabama).

Joel's vision for the website – there is a new attitude and new availability of tools. Friends Committee on National Legislation is a good example of the desired web experience where users can contribute. It provides lots of open source tools, but has monitoring issues to preserve the integrity of submitted content. We need to go from Web 1.0 to Web 3.0. That is probably not something that you can depend on volunteers for. Lisa: narrative history of the Guild (similar to APT's 40th anniversary). Whit: a page in Scantlings or the Journal: looking back on Guild history. Will: we have video of the 1st conference at Hancock.

Collin: find avenues for public recognition of volunteer time. John mentions how nice it is to get a hand written note from Will thanking them for speaking.

Member Retention

Joel: recognition of how fruitless our efforts at membership retention were in 2009. We have created a much more complex membership structure which has indeed attracted some members. In general it is easier to retain members than to attract new members. Whit asked for background on the membership drive, which consisted of calling lapsed members and incentives for joining/re-joining. Lisa: what trades shows, conferences etc. has the Guild had a booth at? Joel: Most effective new membership tool of 2009 was sending Will to the JLC meeting in Providence. Adrian: some shows don't allow more than one organization's literature at a booth.

Al: what is the dynamic as far as reducing membership fee to retain/recruit members? The 2010 goal of 100 new members is a dollar value rather than a number of bodies. Collin: I get clients and employees memberships, although the client contact is not a long term thing. Adrian: there may be a finite population of interested people. Al: we don't have nearly enough professional members who are making chips. Whit: the PR campaign can try to get the Guild in front of potential new members while the membership committee concentrates on regaining lapsed members. We have to get all our renewals plus our losses. Sandy: we have to sustain our existing membership plus add more. Lisa: we have multiple demographics, professionals, preservationists, students. Whit: how can we reach these populations? Lisa: posters to NCARB, NCPE schools. John: speakers at schools, events. **Action item: contact information for organizations, schools, etc to contact to Randy and Al on membership committee.**

Ken: the energy of this discussion comes from having losses, not a perpetual need to gain members. Ken talked to all 35 members in VT who lapsed. Most said they had to let it go because of the economy but intend to come back. John: as the construction industry recovers we are probably going to see some rebound in membership. Will: last year out of 340 renewals, 200 renewed, he expects 220 out of 340 to renew in 2010. **Action item: Will: pursue people who don't renew.**

Joel: the auto credit card renewal is our most effective retention tool. Will has an offer in to JLC to do a demo, although there is pressure to buy a booth. Joel was asked by several members to broach the idea of senior memberships to the BoD.

Ken: Early American Industries Association (EAIA) just did a capital campaign to establish an endowment which eases the concern of this annual membership issue. John: the apprenticeship has the potential to have a huge impact on membership in terms of relevance to carpenters. If the Guild really gets penetration into the shops through the apprenticeship program there will

be a solid cadre of core professional members. Professionalization supplements the social/community network aspect and enthusiasts/hobbyists. Will: there has been discussion about adding another tier of professional membership to help support the apprenticeship program. At one time only professional timber framer members could vote. Whit: Curtis thinks that it will take a generation to get the apprenticeship program running smoothly.

Relations with other organizations – PTN, CF, TFBC

PTN –

Action item: pursue TFG presence at IPTW 2010 in Frankfort, KY October 22-24, 2010

Carpenters Fellowship – Will has been the informal liaison. TFG has been to their events 3 times. Whit is going this fall. Bill Kier is the Chair, Norman Guiver is the vice-chair. CF is going through the development of an apprenticeship program (the NVQ). Whit: one of the best aspects of attending the CF is when there is a joint project to cement relationships. Conference fee is waived for international travelers. Action item: get CF involved in the Poland project if it happens.

Action item: There is potential to organize a tour pre- or post- Carpenters Fellowship meeting

Timber Frame Business Council – John: Pam is doing well and the organization is functioning well, but is having trouble establishing their value to the membership. Their budget is very, very tight and administrative costs are high. They laid off their administrative staff person and have one full time employee. They are revamping the dues structure, tying dues to gross revenues. They believe that the revamped dues structure will encourage smaller companies to join. There is considerable good will between organization and desire to enhance mutual benefits. The diffuse nature of the market is a challenge for TFBC. AI: if TFBC had all the money they needed what would they be doing? John: help business improve practices, raise awareness amount potential clients, support apprenticeship program, speakers training. John: TFBC pulled out of the Log and Timber Show because of costs. John, it's a growing, changing, evolving organization. Adrian: there are some significant paradigm shifts in the industry away from resorts and huge homes. Collin and Randy detailed their feeling that as former members the TFBC didn't meet their needs. Adrian: the leads weren't well managed. Sandy said that the realities of the market place have kind of driven the approach, and doesn't believe that TFBC was really pushing the construction of massive houses as opposed to the advantages of timber construction generally. Whit: how can we help TFBC and strengthen our partnership? Will: we will be approaching them to help support the apprenticeship program and discussing the role and format of the trade shows. Collin: what are the differences between TFBC 501(c)6 and TFG 501(c)3 status. Will: it is possible to have one organization with both c6 and c3 components. Discussion of whether TFBC and TFG could potentially share administrative staffs and/or functions. AI: TFBC is an organization of companies; TFG is an organization of individuals. Collin: how would it benefit us to bring them in? Adrian, the apprenticeship program may be part of the answer to that question. Sandy the contributions of large member companies in auction donations and purchases in early Guild offices made a huge contribution to the financial success of the Guild.

Ken encourages everyone to read the TFEC standard. This needs to be codified at some point, and its better that this is done by the Guild rather than an outside official body. Collin is concerned that the proponents of the standard don't have a thorough understanding of

traditional and historic joiner methods. John: the standard is based on test data. Ken and Will express that the guidelines are not incompatible with the practice of traditional joinery.

Timber Frame Engineering Council – Will and Joel have been involved in much correspondence with TFEC. TFEC is seeking recognition and financial support in the form of 50% of the proceeds of the TFEC pre-conference symposium and a \$2,500 line item in the TFG budget to support their operation. TFEC has not previously made a proposal for support. TFEC proposes to fund attendance of people to the American Wood Council annual meeting, fund research and fund their website. The Guild has previously paid \$4,500 for development of the TFEC standard. TFEC has been holding symposia at Guild conferences since 2006. The Guild has historically offered TFEC the proceeds of their symposia on submission of a proposal. Joel: the Guild should be supporting TFEC in some fashion. Collin is concerned about the implications of TFEC's proposed code for historic joinery. Joel's proposal is that there is no retroactive funding, no funding for the first two quarters of 2010, \$2,500/year as a line item thereafter, and 50% of the net tuition for the pre-conference symposium in the future. Joel will respond to the TFEC with a statement having the following sense: "the BoD met and considered your proposal. We support your mission and your intent to collect dues. We are not currently in a position to provide retroactive funding, but will consider funding on an annual basis going forward."

Traditional Timber Frame Research and Advisory Group – Will: TTRAG did not ask for funding from TFG, except for a small amount in the early days. TFG assists with support for TTRAG symposium logistics. The proceeds of the TTRAG symposium go into the Guild general fund and generate substantial revenue.

Will: TTRAG program at Schenectady in May is set. Venue, program and tours are set. There are no plans for the 2011 symposium. TTRAG is not a hierarchical organization. There are 100-125 Guild members who only attend TTRAG and not other conferences, so financially it's a good thing. It is a little disingenuous to call it the TTRAG symposium when the group does not commit to do conference planning. TTRAG members have historically had to be prodded to come forward to do the programming, even though they insisted on having their own conference. Will: someone will need to keep prodding them to come forward and organize the event and manage event administration. Will says that there is a case to be made for combining TTRAG with the Eastern Conference and calling it the Historic Timber Framing Conference.

International Log Building Association – is having their conference in Arizona in April. They have had something of a nuclear meltdown in administration.

Disaster Planning

Joel: preserving continuity and corporate knowledge . . . offsite storage of data and accounting information. Joel and Susan are writing administrative activity records for order fulfillment and other office functions. The physical merchandise is insured. The paper copies of Timber Framing are not stored archaically, but everything exists in digital form. Adrian cites chest freezers as an alternate form of long term storage.

Ken asked if we have as much insurance as we can be reasonably expected to carry. Joel didn't know the answer but is interested in soliciting advice from company owners. John suggests that being over insured only makes you a bigger target.

Grant Funding and Other Income Streams

Will: we've gotten three publication grants from NCPPT. There is some grant money available for minorities and women through DOL that might be available for the diversity requirement for the apprenticeship program. Grant requests for conference related activities such as Japanese participant travel have usually been met with, "your industry should be supporting this activity".

Lisa suggests approaching the 1772 Foundation for support for the apprenticeship program. Joel mentioned support from the Battle Creek Foundation for construction of the model barn construction program.

Will: religious projects have worked well for grant applications (i.e., the steeple project). Stanley tools will support projects in the communities where their plants are located. Joel: a couple of years ago we put a rather expensive ad in the Journal of Philanthropy soliciting project partnerships. There were no serious respondents.

Review of the Mission Statement

The Clerk read the Mission statement aloud to the BoD. A change of the Mission Statement might require a change of the By-Laws if a change in the Mission Statement causes a conflict with the remainder of the By-Laws. By-Law changes have to be voted on by the membership. The BoD unanimously moved to support continued use of the By-Laws as written.

Meeting concluded for the day at 3:39pm.

Sunday

08:00 leftovers

09:00 depart for the airport