

Annual Reports 2005

President's Report

by Mary Devlin

The CDSS Governing Board met on May 12-13, 2005, at a church hall near the CDSS Office in Haydenville, Massachusetts. In addition to our meeting, Board members enjoyed dinner together at a Northampton restaurant on the 11th and a potluck and contra and English country dance at Whately Barn on the 12th with local dancers and musicians.

A report simply cannot capture the fun Board members and staff have working together during the meeting and throughout the year. There's a focus and a shared accomplishment in furthering the dance, music and song we all love that is very special. I hope that many of you will have an opportunity to serve on the Board, and that you will enjoy it as much as I have.

The meeting began with a review of the Carver Principles. These outline the way the Board operates and the Board's relationship with staff.*

Highlights of the meeting included:

- Recognition that every Board member made a financial contribution to CDSS in the past year. This is a critical mark to reach every year because it is a tangible expression of Board members' commitment to CDSS.

- Decision to award the 2005 Lifetime Contribution Award to Jack Langstaff.

- Reaffirmation of the Strategic Plan Objectives through 2007. This continues our focus on leadership development and on exploring ways to involve people at the younger end of our demographic bulge in our camps, programs and governance.

- Discussion on song and what it means to CDSS. We broke into small groups and brainstormed ideas about how song fits in our programs and whether singing needs more (or less) emphasis.



- Approval of charters for all committees. This work clarifies committees' roles, member term limits and procedures.

- Workshop on effective promotion of CDSS led by Ken Hoffman, a development consultant from Boston. Board members then discussed the Development Committee report and recommendations from Ken.

- Review of the membership survey. Bill Cronin gave a summary of the survey results and the Board members discussed implications and possible actions.

- Reports from Brad Foster and Rachel Winslow. Brad highlighted accomplishments and issues from the past year and Rachel presented the Treasurer's report.

- Workshop on charitable remainder trusts led by Rachel Winslow.

- Approval of candidate lists for membership on the Nominating, Gadd/Merrill, Pinewoods, Inc., Development, Awards, Finance/Audit and Personnel committees.

- Formation of new task groups to address specific needs: Membership Task Group, chaired by Annie Laskey; Midwest Dance Camp Task Group, chaired by Carol Ormand; Youth Issues Task Group, chaired by Chris Levey.

- Recognition of Board members Craig Johnson, Gary Roodman and Alan Winston, whose terms just ended, and of Bill Schultz who recently resigned from the Board.

- Board members filled out a "skills matrix." This self assessment

provides a snapshot of current strengths and areas of knowledge. The Nominating Committee will use the matrix to identify areas where there are gaps on the Board.

The next annual meeting of the Governing Board will be on May 11-12, 2006, in Haydenville. The next meeting of the Executive Committee will be November 12, 2005, in St. Louis, Missouri. The



Top: CDSS Executive and Artistic Director Brad Foster and President Mary Devlin; below: Board member Brooke Friendly and Treasurer Rachel Winslow look at Executive Committee meeting possibilities. Photos by Bruce Hamilton; used with permission.

winter Exec meeting will be in Princeton, New Jersey, on February 11, 2006.

Present at the Board meeting—Officers: Mary Devlin (Oregon), President; Sandy Rotenberg (Pennsylvania), Vice President; Alisa Dodson (Massachusetts), Secretary; Rachel Winslow (Pennsylvania), Treasurer. Governing Board members at large: Carol Barry** (Oklahoma), Bill Cronin (Massachusetts), Brooke Friendly (Oregon), Bruce Hamilton (California), Annie Laskey** (California), Chris Levey (Vermont), Dave Macemon** (Texas), David Millstone (New Hampshire), Gene Murrow (New York), Carol Ormand (Ohio), Joseph Pimentel (Ohio), Gretchen Preston** (Michigan), Ginger Pyron (Georgia), Mary Kay Schladweiler (Minnesota), Stephanie Smith (Maryland), Jane Srivastava (British Columbia), Susan Todt** (Arkansas). Executive and Artistic Director: Brad Foster, and Staff members: Caroline Batson, Carol Compton, Robin Hayden, Linda Henry, Steve Howe, Pat MacPherson, Dedo Norris, Rowena Roodman. Guests: Ken Hoffman, Development Consultant; Gary Roodman, outgoing Board member. Absent: Governing Board members: Lisa Bertelli, Katy Tarter German, Sarah Pilzer; Staff member: Gladys Cordero.

* See *Boards That Make a Difference: a new design for leadership in nonprofit and public organizations*, by John Carver (2nd edition, Jossey-Bass, 1997), or for an overview of the Carver principles, see "Some Ideas on Governance," written by former CDSS President Tom Siess, CDSS News, #160 May/June 2001.

** new Governing Board member

Director's Report

by Brad Foster

Overview

This has been a busy and productive year. We've started new development work, including our first grant request in over twenty years; our database project is moving forward; we published new booklets on English and American dance teaching or calling; and we've created a new scholarship for young adults. Unfortunately, it has also been a year with a minor operating deficit.

Highlights of the Year

Development

We've been working with a development consultant since last November. To date, we've applied for one grant (see Database Project, below, for more details) and have identified several more. We've also reviewed our existing fundraising efforts and will streamline some of them over the next year. As part of this effort, we did not do our traditional spring appeal this year, and instead will concentrate our efforts with the fall appeal. We are also discussing the possibility of streamlining our membership renewal process by changing to a system with renewals due in one or two months, rather than being spread throughout the year.

Database Project

Last year, we set a goal of raising \$15,000 from members and friends for the database project. Although we haven't reached that goal YET, I'm proud to say that we have raised \$13,700 to date (\$12,000 of that last year). We also applied for a grant, but our request was turned down this year (with an invitation to reapply next year). We are now starting a second round of database design work; programming should start in the summer, and we hope to have the first modules running by the end of 2005. The new database will include our main mailing list, membership, donations, programs and sales systems, plus the group directory, sales catalog and group services systems. In addition, it will serve as an accounts payable and receivable system, eliminating duplication in our current office procedures and saving us some staff time. Once the database project is well underway, we will start phase two of our infrastructure project, including major redevelopment of our website.

Thank you to the following people for their help and advice: Ted Crane, Bill Cronin, Norman Hale, Dan Pearl and Bill Tomczak.

Group Liability Insurance

We've had trouble with the group liability insurance sold by CDSS to small groups this year. Our original insurance underwriter continues to be difficult to deal with, and has changed both price and what they will cover at extremely short notice. It has been painful, stuck between the unhelpful underwriter and groups with deadlines and desperate need for insurance. In late March we found a second underwriter who covers most of what the old company used to cover, at a significantly lower fee for some groups and significantly higher fee for others. Because of the higher fee for some, we still carry the original insurance, but if problems continue, we will probably discontinue their insurance at the end of this insurance year. Our apologies to all the groups who've had to put up with the changes and late renewals.

Teacher/Musician/Organizer Training and Publications

We received a founding gift from the family of Mary Kay Friday in late 2003 to set up one of two new training and publications funds. This has been augmented by donations from several others, including a challenge issued by one of our Board members matching donations from other board members. Since late 2003 through mid May 2005, we've received a total of \$33,400 for two funds. In the future, we will seek additional support from CDSS members as well as from foundations and corporations.

We've produced two new training publications and an expanded reprint; these were accomplished through normal budgeting and did not need special funding. These projects include Bruce Hamilton's *Notes on Teaching English Country Dance*, available now, and Ted Sannella's *Calling Traditional New England Squares*, created from material originally written for *Swing the Next*. It includes a CD of Ted calling squares, drawn from the archive of his work at the University of New Hampshire. The text was edited by Sue Rosen, and the CD of Ted's calling was produced by David Millstone. Thank you, Sue and David! Several years ago, we offered a reprint of Bob Dalsemer's *West Virginia Squares* on our web site, including audio files of some of the callers; this is now available on CD.

Camp Scholarships

Work scholarships were lowered to \$150 this year, saving some money while still providing an excellent hourly rate for the amount of work required. The savings were used to fund a need-based general and young adult scholarships. Including work and named scholarships, we gave out \$2,700 to eleven people between fifteen and twenty-five years old this year, and an additional \$2,800 to nine people between twenty-six and thirty-five years old. \$1,100 came from the Young Adult Scholarship Fund; the rest was from work, named and matching scholarships. Response was less than we expected; we hope more young adults can take advantage of this opportunity in the future.

Buffalo Gap Camp Facility

Last summer the owner of Buffalo Gap announced his intention to sell the facility. He prefers to sell it to a nonprofit set up to continue the facility as a dance and music camp. A group of people in the Washington, DC area are exploring that possibility.

Swords and Bells

We continue to have problems finding regular and high quality supplies of morris bells and metal longswords. Our English supplier still makes most of the sizes we want; however, they seem unable or unwilling to ship in any timely manner, and we frequently run out. We've tried bells made in Germany and India; unfortunately, neither was adequate to our needs. We've found an American supplier of jingle bells that, while not up to the quality of the English bells, are much cheaper and also readily available.

In spite of eight years of attempts at finding a new supplier of high quality metal longswords, we've had no success. (Most people say the metal is no longer available at a price we can afford; one has said steel used for VW and presumably other auto springs are very close, another suggested using anodized aluminum.) Meanwhile, the maker of excellent rapper swords has offered to make mild-steel longswords, and he is also willing to accept payment by American check. Rather than

resell his swords (and add our markup), we've decided to cease the sale of both rapper and metal longswords, and instead to direct people to Frank Lee. According to his website www.rapper-swords.co.uk, Frank is "an engineer/designer from Newcastle-on-Tyne, has been making rappers and longswords, as well as dancing with the Carlisle and Hexham teams for 27 years." He can be reached at frank.lee2@btinternet.com. At the current exchange rate, his rapper swords cost approximately \$43 each and long swords cost approximately \$57 each. All prices are U.S. dollars and include an estimate for shipping; a currency conversion fee will also be charged. Further information will be available soon on our web site at www.cdss.org.

Office Space

Our lease is up at the end of August this year. After a long search, we've narrowed down the possibilities to two spaces: staying where we are or moving to new space in Easthampton, about ten miles from our current office in Haydenville. We are currently negotiating with both to see which will offer the best rates. By the time you receive this, our decision will be made, and we will either be planning minor renovations to current space or planning for a move.

2004 Finances

In 2004, we had the usual mix of some departments being up, and some down, relative to the budget. Usually such changes balance out; last year, however, most of these changes were negative, and as a result we had a deficit of \$11,000. No single problem stands out; this deficit is caused by a number of small changes.

Compared to the Budget, the net from Fundraising & Promotion in 2004 declined \$3,700 (changes include a decline in Summer Fundraising of \$5,200 and an increase in Program Scholarship donations of \$1,100). The net from Membership & Services increased \$3,900 (changes include a decline in Membership revenue of \$1,500, a small increase in Periodicals revenue and decrease in Periodicals expense for a net gain of \$3,200, and an increase in Outreach & Service revenue of \$1,800). Due to a drop in registrations, the net from Programs declined \$8,600. Due to a drop in sales, the net from Sales & Publications declined \$5,400. The net from Administration & Miscellaneous declined \$13,500 (some of this was offset by transfers from special funds) (changes include an increase in Salaries & Fringes expense of \$6,500 due to changes in health care costs; an increase in Office Expense of \$6,500 due primarily to a \$3,900 increase in credit card processing fees). Transfers from Special Funds increased by \$16,000; these are listed in more detail in the financial statements. All told, this produced a deficit of \$11,000. Due primarily to \$23,400 in donations to special funds and net investment gains of \$17,300, the total results for CDSS as a whole was a positive \$25,700.

2005 Finances

Through the end of April this year, the net from Fundraising & Promotion is up due to donations in memory of several friends who died this year. Net revenue from Outreach & Services will go down because of the drop in the number of groups purchasing our group insurance. For the second year in a row, Summer Program registrations are down. Sales revenue has also declined.

Fond Farewells

We've lost a number of wonderful friends in the last year and are very sad to see them go. This list cannot be complete; please excuse any absence. We send a fond farewell to all of those who died recently: Susan Bonanno, Francis Coffin, Ione Collins, Bob Copper, Dawn Culbertson, Joe Dlugach, Tom Gibney, Chip Hendrickson, Dennise Hope, Irv Kass, Lois Krapf, Elizabeth Lindsay, Ellen Mandigo, Elizabeth Partridge, Daniel Pentlarge, Mark Silver, Ralph Sizer, Murray Sylvester, Elaine Weissman, Andy Woolf, Celia Wright. All will be greatly missed.

Treasurer's Report

by Rachel Winslow

The Finance Committee meets throughout the year to review the actual to budgeted revenue and expenses and discuss financial issues facing CDSS. During the last year, we approved consolidating investments into a single brokerage account, reviewed our investment policies, worked with staff to revise the general ledger chart of accounts to accommodate departmental/class reporting, participated in database discussions and reviewed vendor proposals, and recommended using scholarship funds to encourage younger campers.

Donor restricted funds were raised for the database project and we expect to raise additional donor restricted funds in the future. Internal financial statements were reformatted to focus more attention on how we use donor restricted and board designated "special funds."

Members of the Finance Committee, acting as an Audit Committee, reviewed the 2003 audited financial statements with the auditor. The 2004 financial statement audit will start in June. The draft statements show an overall profit of \$22,300 (see Director's Report for additional information). However, there would have been a loss had it not been for investment income and gains of \$33,766 and the Committee will continue to work with CDSS staff to find ways to balance the budget with less reliance on investment returns.

These reports appeared in the July/August and September/October 2006 issues of the CDSS News.

2004 Condensed Financial Statements

GENERAL FUND PROFIT/LOSS STATEMENT

INCOME	2004	2003
FUNDRAISING		
Fund Appeals	\$29,920	33,549
Summer Camp Fundraising	36,252	41,501
Contributing Memberships	9,791	10,861
Other	<u>7,698</u>	<u>7,606</u>
	83,661	93,517
MEMBERSHIP		
Dues & Subscriptions	128,296	121,436
Periodicals	9,775	8,943
Group Services & Outreach	17,826	14,293
Members Sales Discount	<u>(5,106)</u>	<u>(5,907)</u>
	150,791	138,765
SUMMER PROGRAMS		
Registrations	694,568	663,822
SALES AND PUBLICATIONS		
Actual Goods Sold	119,250	113,360
Shipping	<u>14,089</u>	<u>14,989</u>
	133,339	128,349
OTHER		
Investment Spending Allocation	8,222	7,514
Misc	<u>25</u>	<u>104</u>
	8,247	7,618
TOTAL INCOME	<u>1,070,606</u>	<u>1,032,071</u>
EXPENSE		
FUNDRAISING		
Fundraising	3,461	4,820
Membership Promotion	<u>4,708</u>	<u>3,234</u>
	8,169	8,054
MEMBERSHIP		
Membership	5,539	6,313
Periodicals	25,401	25,009
Group Services	<u>304</u>	<u>457</u>
	31,244	31,779
SUMMER PROGRAMS		
Staff & Facility	469,874	448,245
Brochure	8,609	7,511
Scholarships	<u>20,693</u>	<u>20,259</u>
	499,176	476,015
SALES AND PUBLICATIONS		
Actual Goods	82,719	76,185
Shipping, Other	16,401	16,342
Catalog & Promotion	<u>5,630</u>	<u>5,462</u>
	104,750	97,989
STAFF & OFFICE		
Salaries & Fringes	384,322	358,590
Rent & Utilities	15,539	14,803
Office Expense	42,679	36,435
Depreciation	8,744	8,691
Other	<u>8,812</u>	<u>6,907</u>
	460,096	425,426
TOTAL EXPENSE	<u>1,103,435</u>	<u>1,039,263</u>
*Transfers	<u>21,800</u>	<u>13,718</u>
NET OPERATING BUDGET	<u>(11,029)</u>	<u>6,526</u>

SPECIAL FUNDS PROFIT/LOSS STATEMENT

(outreach, publications, and endowed scholarship funds)

INCOME	2004	2003
Donations	\$23,356	27,379
Royalties	394	241
Interest, Dividends & Gains	<u>9,460</u>	<u>9,147</u>
TOTAL INCOME	<u>33,210</u>	<u>36,767</u>
EXPENSE		
Fundraising	1,079	0
Outreach Grants	<u>125</u>	<u>972</u>
TOTAL EXPENSE	<u>1,204</u>	<u>972</u>
*Transfers (see below)	<u>(12,587)</u>	<u>(12,899)</u>
NET OPERATING BUDGET	<u>19,419</u>	<u>22,896</u>

*** DETAIL ON TRANSFERS**

Transfers between Funds:

Named Scholarships	(3,655)	(3,245)
Special Funds Overhead	(1,446)	(1,625)
Special Funds Support	(8,709)	(9,695)
Other	<u>1,223</u>	<u>1,666</u>
Total Special Fund Transfers	<u>(12,587)</u>	<u>(12,899)</u>

General Fund Equity Transfers

Publications Labor	2,123	819
Database Design	<u>7,060</u>	<u>0</u>
Total Equity Transfers	<u>9,213</u>	<u>819</u>
Total General Fund Transfers	<u>21,800</u>	<u>13,718</u>

BALANCE SHEET, ALL FUNDS

ASSETS	2004	2003
Bank & Money Market	\$38,436	94,263
Receivables & Customer Credits	(326)	917
Outreach Loans	16,187	17,680
Petty Cash & Deposits	2,623	2,623
Prepaid Expenses	7,756	8,144
Investments	403,412	347,264
Sales Inventory	77,242	80,497
Equipment & Fixtures, net	<u>35,068</u>	<u>28,749</u>
TOTAL ASSETS	<u>580,399</u>	<u>580,137</u>

LIABILITIES

Prepaid Income	41,903	67,272
Publications Loans	4,000	4,000
Fiscal Agent Projects	5,298	
Miscellaneous Payables	<u>(81)</u>	<u>1,886</u>
TOTAL LIABILITIES	<u>51,120</u>	<u>73,158</u>

FUND BALANCES

General Fund		
Fund Balance Start of Year	228,912	217,688
Net Operating Budget	(11,029)	6,526
Net Investment Gains (Losses)	4,241	6,540
Prior Period Adjustments	<u>0</u>	<u>(1,842)</u>
Fund Balance End of Year	<u>222,124</u>	<u>228,912</u>
Special Funds		
Fund Balances Start of Year	278,067	233,809
Net Operating Budget	19,419	22,896
Net Investment Gains (Losses)	13,022	19,520
Prior Period Adjustments	<u>(3,353)</u>	<u>1,842</u>
Fund Balances End of Year	<u>307,155</u>	<u>278,067</u>
TOTAL FUND BALANCES	<u>529,279</u>	<u>506,979</u>
TOTAL LIABILITIES & FUNDS	<u>580,399</u>	<u>580,137</u>