



Colorado Mountain Club
Board of Directors Meeting
American Mountaineering Center
October 27, 2016 – MINUTES

3:15pm Welcome and Call to Order: Kevin Duncan

3:16pm Attendance: Jeff Flax

Present: Kevin Duncan (President), Matt Biscan (Vice President), Linda Lawson (Treasurer), Jeff Flax (Secretary), Craig Clark, Dan Cummings, Jason Kolaczowski, Bruce McClintock, John Spidell, Dave Swinehart, and Stephen Szoradi.

Present by phone: Scott Otteman.

Not present: Bill Flaherty, John Marotta, and Matt Stevens.

Staff present: Scott Robson (Executive Director), Holly Barass (Youth Education Program Director), Chun Chiang (Director of Finance), Jay Cordes (Director of Development), Lauren Shockey (Membership Manager), and Rachel Vermeal (Membership and Marketing Director).

Guests Present: None.

3:18pm Agenda Additions and Adoptions –

- Introduction of Jay Cordes, new development director.

3:19pm Member Comment Period - One member indicated wanted to discuss membership matter, however is not present.

3:20pm Minutes from July 2016 Meeting:

PASSED UNANIMOUSLY (Moved by Dan Cummings and seconded by Craig Clark).

3:21pm Staff Members' Overview – Scott Robson

- Revenue up, except contributions since mid-year
- Membership revenue within \$6-7K of budget
- Membership growth in under 30-year old segment
- SCFD funding has increased
- Board member contributions about \$20K short
- AMC operating efficiently, \$40K less in operating expenses than past year
- Travel expenses up
- Net income \$98K above budget, and back to 15-year level
- Request renewed with historical society for funding for steps (total cost would be \$200K) – CMC and AAC cost \$40K each, remainder from grants
- Golden Civic Foundation to meet in November 2016 to consider funds for AMC, including use for step replacement

Statement of Financial Position:

- \$100K transferred from Denver Group, in part for three-year part-time staff position to assist with the Denver Group's administrative needs – treated as a cash transfer
- Discussions will be held at a future time about how much in funds groups should be able to retain for their reserves
- Denver Group grew 24% - was budgeted at 10% growth, new member orientations are helpful
- Retention up to 64% from 63%, the goal is 70%
- Family membership dues will be raised in calendar 2017 to \$110, up from \$95
- \$40K added to liabilities for the purchase of a van vehicle

Budget for 2017:

By specific accounting/budget lines:

- 3000 – dues growth
- 3200 – increased press sales with six new titles
- 3410 – Adventure Travel - increases expected, ½ already planned
- 3421 – YEP – demand growing, hard to keep up with demand
- 3430 – Events - \$35K increase in net
- 3600 – contributions are biggest concern for 2017
- 3700 – SCFD may increase to \$235K, but kept budget at 2016 level
- 4100 – 2% overall expense increase for staff raises - based on merit
 - impact of federal fair labor standards policy change may increase cost by \$41K (overtime to 1.5X). Law in effect starting Dec. 1, but

CMC implemented on Oct. 1. Staff time to be adjusted to avoid overtime as practical

- 4698 – website expense budget unchanged, although maintenance reduced to \$1k per month. Remainder to be used on early research on the development of replacement database and website. A capital campaign based on projected costs will be required for new system
- 4700 – Although rentals have been very positive, the past two years resulting in lower occupancy cost to CMC, the 2016/2017 budget represents a conservative level of expenditure.
- Audit costs are increasing 17%, and could see further increases
- AMC – CMC pays 50% toward shared costs. Building revenue (mostly rentals) rolls into AMC
- CMC currently has \$58k in capital reserve available for capital improvement projects.
- AMC has strategic planning committee on which Scott Robson sits
- Operating net positive up 1.5%

MOTION FOR APPROVAL OF 2017 BUDGET:

PASSED UNANIMOUSLY (Moved by Linda Lawson and seconded by Dan Cummings).

4:25pm Nominating Committee – Craig Clark

- Board member Kevin Volz resigned position

MOTION FOR THANKS AND APPRECIATION OUT-GOING PRESIDENT KEVIN DUNCAN:

PASSED UNANIMOUSLY (Moved by Matt Biscan and seconded by Jeff Flax).

- Kevin Duncan to serve as Emeritus Member on the Board of Directors
- Four new board members are recommended for approval
- Scott Otteman and Matt Biscan approved for second terms
- Five new board positions added to be appointed by State Council per recent bylaw changes
- This results a maximum board size of 25 members (not including the emeritus position)

MOTION FOR ACCEPTANCE OF NOMINATING COMMITTEE'S RECOMMENDATION OF THE FOLLOWING FOUR MEMBERS: Rachel Miller, Mark Schiabe, Elisabeth Stahura, and Chantal Unfug

PASSED UNANIMOUSLY (Moved by Craig Clark and seconded by Bruce McClintock).

- Matt Biscan will continue to work with State Council regarding their representative board members.

MOTION FOR ACCEPTANCE OF BOARD OFFICERS FOR 2017: Matt Biscan, President; John Marotta, Vice President; Bill Flaherty, Treasurer; and Jeff Flax, Secretary PASSED UNANIMOUSLY (Moved by Craig Clark and seconded by Bruce McClintock)

4:45pm State Council Update – Matt Biscan

Continuing efforts with Groups and Groups Chairs for the approval of the elimination of the CMC State Constitution. Has been approved by Denver Group. Boulder Group is reviewing proposal. Matt Biscan is meeting with groups. Incoming board member Chantal Unfug travels around Colorado in her work and will meet with rural groups.

4:52pm Committee Reports

Finance – presented earlier in today’s Board meeting.

Awards – four new awards (each receiving \$500 in pro deals) to be presented at Backcountry Bash, along with the Ellington and Blaurock awards. There were fifty 14er completion awards.

Development – on hold pending work with new Development Director.

Web and Database – committee working with staff on discovery proposals and options. Looking at the four major CRM platforms. A license to use The Mountaineers system is a possible solution, but may present challenges. Website will need mobile component.

Risk – on hold pending hiring of new risk staff position. A list of items to be addressed initially will be developed with Matt Biscan, Linda Lawson, and Steve Szoradi. There were discussions regarding UIAA certification issues, and CMC possibly becoming a national training center for these standards.

KPIs – need more detail about who made contributions last quarter, contributions within other Alpine Five

- contributions slow this year with staff changes
- conservation has five grant requests pending (handled separately from other CMC grants)
- Press Department doing well – new concept for coloring book publication with local artist
- Membership and Marketing – experienced major membership growth since 2012 at the end of FY 2016. Year-end memberships were slightly over 6,100
- Adventure Travel (AT) – budget is developed by AT Committee; 20% of AT revenue is to be returned to CMC
- YEP – doing well, seeking decrease dependence on grant reliance

5:35pm Strategic Plan – Scott Robson

- Current plan expires next year
- There have been many changes in past five years, such as YEP, and addition of risk management concerns, and financial position
- Consider 18-month rolling plan instead of new five-year consistent with the Board's work plan, and the roles of the Board and of staff
- Look at what works well in industry
- Possibly have a member from each Board committee to form strategic plan steering committee

5:40pm Officer's Reports

Kevin Duncan – as emeritus board member plans initiative with Kent School to engage students in mountain activities leading to CMC membership. Kevin will cover costs about the \$30 membership dues. Kevin will also be identifying potential locations within 20 miles of Golden for a permanent CMC campus. This would be used for climbing, camping, schools (particularly climbing), etc. There would be water available on-site.

Matt Biscan – Thanks expressed to outgoing president (Kevin Duncan) and outgoing treasurer (Linda Lawson).

Linda Lawson – Discussed CAIC training and development of CMC members as instructors.

Jeff Flax – Special thanks Scott Robson and Chun Chiang, and rest of staff.

5:55pm ADJOURN

Respectfully Submitted:

Jeff Flax, Secretary
Colorado Mountain Club State Board of Directors