



## **FINAL – APPROVED BY BOARD**

Colorado Mountain Club  
Board of Directors Meeting  
American Mountaineering Center  
October 28, 2017 – MINUTES

**9:00am Welcome and Call to Order – Matt Biscan**

**9:05am Attendance – Jeff Flax**

Present: Matt Biscan (President), Bill Flaherty (Treasurer), Jeff Flax (Secretary), Craig, Clark, Jason Kolaczowski, Linda Lawson, Rachel Miller, Liz Stahura, Matt Stevens, and Dave Swinehart.

Present by phone: Dan Cummings, Mark Schaible, and Chantal Unfug.

Not present: John Marotta (Vice President), Scott Otteman, and Stephen Szoradi.

Staff present:

Scott Robson (Executive Director), Chun Chiang (Director of Finance), Jay Cordes (Director of Development), Lauren Shockey (Membership Manager), and Rachel Vermeal (Membership and Marketing Director).

Guests: Steve Bain (CMCF)

**9:07am Opening Comments – Matt Biscan**

Steve Bain (CMCF) received the **Blaurock “Silver Piton” Volunteer of the Year Award**, which is awarded to a CMC member who serves as a positive and inspirational example of volunteerism, investing a substantial amount of volunteer effort in Colorado

Mountain Club activities which result cumulatively in a significant improvement to the Club.

Linda Lawson received the first **Gudy Gaskill Award**, which is awarded annually to a female CMC member who serves as a positive and inspirational example of volunteerism, investing a substantial amount of volunteer effort in Colorado Mountain Club activities which result cumulatively in a significant improvement to the Club.

**9:09am          Agenda Additions and Adoptions – Matt Biscan**

No changes.

**9:12am          Approval of April and July 2017 Minutes – Jeff Flax**

**Motion to Approve April 2017 Minutes – Motion by Dan Cummings, seconded by Linda Lawson – APPROVED UNANIMOUSLY**

**9:13am          Motion to Approval July 2017 Minutes – Motion by Dan Cummings, seconded by Linda Lawson – APPROVED UNANIMOUSLY** (with the addition of the attendance of Matt Schiable by phone)

**9:15am          State Council and Constitution Change Update, and Group Voting – Matt Biscan and Jeff Flax**

The Ft. Collins Group approved the proposed changes to the State Constitution and Bylaws. We are now one group away from ratification.

**9:20am          Finance Committee – Bill Flaherty, Scott Robson, and Chun Chiang**

- The 4<sup>th</sup> quarter went well.
- Revenues are up 3.6%, year over year
- Cash increased \$182K at end of FY17
- Adventure Travel (AT) missed its projections by \$60K – a new part-time position is being added to manage AT activities, which is intended to increase AT revenue in FY18
- Expenses have been well managed even with increased Youth Education Program (YEP) staffing
- Do not expect significant financial issues in FY18, which the first time in several years
- AMC building issues remain to be resolved, although it is breaking even

- Staff is working with groups to emphasize the need for State to manage group financial books and checking accounts. Only one group pushing back. This issue was identified in past auditor management letters.
- Krista Williams, state bookkeeper will be now working full-time

**9:30am            Database Committee and Web Report – Scott Robson and Jeff Flax**

A review of the Board's Database Needs/Web Committee progress from the April and July 2017 BOD meetings was presented. The committee spent about two years reviewing considering dozens of options and identified the best solution for the CMC's database (CRM) and web requirements. However, the costs were well beyond the club's financial resources. The committee's work will continue as consideration is made with financial resources and fundraising, and as other technical options are explored.

A lengthy discussion took place regarding the impact of delaying a replacement system, developing a vision of the club, prioritization of needs, fundraising strategies, and member and business considerations as we move forward. A capital fundraising campaign through the Development Committee should include a broader scope of the club's needs beyond the database/website projects. The Development Committee will begin working on proposed fundraising efforts prior to the next Board meeting.

In the meantime, staff sought estimates on stabilizing the existing system, with the addition of some essential updates. The estimate was broken down into several modular options. These would include a significant update to the storefront, auto-membership renewal, improved report writing capabilities, improved member experience on the website (including school and event registration), and certain fixes to existing issues. Approximately 45% of these updates would be usable in future database and web replacement systems. The entire estimate is \$80K, which is available in current cash reserves (50% cash, 50% P/L). The selected modules will be prioritized by Executive Director Scott Robson, who will have the discretion to determine which of the modules are required.

**10:30am            Nominating Committee Update – Jeff Flax**

Dan Cummings and Jeff Flax will co-chair this year's Nominating Committee. Feedback was received at this year's SCFD board meeting regarding the lack of gender diversity on the CMC BOD, including the Board's officers. There are no applications to date, however an active effort is being made to recruit new female members. Additionally, there would be five open Board seats available to State Council once the constitution changes are ratified. The application is posted on CMC.org.

**10:50am      Rendezvous Basecamp Update – Scott Robson**

Scott Robson, Kevin Duncan, Philip Swiny, and Holly Barrass toured the site. A long-term lease is being discussed. Insurance issues are being explored. No initial fundraising would be required, although additional leasehold improvements may be needed. Maps of the area were presented, detailing access roads, area trails, and additional private land that may become available for certain uses. There is about 400-500 acres available for immediate use, 800 feet vertical (without avalanche risk), is up to 10K feet, the area receives about 300 inches of snow annually, it is on the road leading to Corona Pass (closed during the winter), and would be usable for certain CMC overnight events, schools, and trips. Permits would not be required on the private land, rather only if activities extended into Forest Service lands. It is about 70 minutes from Golden.

A discussion was held about related issues, including contracts, leasehold improvements, parking, winter road access, marketing in the Winter Park area, and hunting in adjacent areas.

**11:05am      Update on Merger of the Denver Group Technical Schools – Scott Robson**

The various technical school offerings would be best served as a state program as part of the one-CMC efforts. The Denver Group's Technical Climbing Schools (TCS) will be moved to a state CMC program. This will offer opportunities for growth and move toward a state-wide training center.

A state-wide TCS council is being formed, which will work with the Board's Risk Management, Safety and Schools Committee. Matt Stevens will assist with the process. This will include budgeting, a business plan, gear requirements and purchasing, curricula, instructor training, and the various roles and responsibilities of staff and volunteers. The Denver Group's TCS has seen substantial growth since it was modularized, serving 770 student days in 2017 – up from 680 in 2016. The TCS council will work with Holly Barrass (CMC Director of Education) on instructor training and curricula issues. The initial efforts will include Denver Group schools, followed by other CMC groups later. Efforts will continue regarding surrounding UIAA, AMG, and other certification issues.

**11:20am      Review and Approval of FY 2018 Budget – Bill Flaherty, Scott Robson, and Chun Chiang**

The Board reviewed the proposed FY18 budget, which had already been approved by the Board's Finance Committee. Due to slow growth, modest increased revenues are projected (approximately \$2.7M). EBIDA does not include \$100K individual

contribution. There will be a small increase in membership dues. Additional AT trips are planned. Contribution increases are needed. AT position will be self-funding. Conservation has 1.5 FTEs. YEP enrollment is up 3.5%. It may be necessary to use funds from the endowment for web improvement costs.

Additional contributions are needed from Board members – these can be through board member fundraising, such as letters to donors, Colorado Gives Day, lunches with prospective donors, and other initiatives with which the Development staff can assist. It is important to have 100% of board members contribute. Many donors also look toward 2% of revenues originating from the Board.

A discussion followed about development and fundraising issues, CMC as a national training center, increased conservation activities, leasehold improvements on the Rendezvous land, and involvement in the Outdoor Retailer expo – including new partnerships and grant opportunities.

**Motion to Approval FY 2018 Budget – Motion by Bill Flaherty, seconded by Craig Clark – APPROVED UNANIMOUSLY**

**11:50am      Update on Conservation Committee – Scott Robson and Dave Swinehart**

A discussion was held on the Conservation Committee's proposal on new mountain biking policies. The issue was referred to the Committee at the BOD's July 2017 meeting. Julie March (CMC Conservation Director) drafted a policy statement following a meeting of the committee, which included input from Board members. The proposal discussed how mountain biking fits into the ethics, culture, and mission of the CMC; and how mountain biking affects the wilderness experience. It was noted that mountain biking is a growing sport. There are other organizations that address mountain biking issues. The consensus of the Board is that CMC supports the Wilderness Act, which already bans mountain bikes in the defined areas, and therefore do not need Board action regarding a mountain biking moratorium. No vote was necessary on this issue.

**12:10pm      Board Committee Reports**

**Finance – Bill Flaherty** – covered in Finance Committee report and FY18 budget agenda items.

**Development – Dan Cummings** – committee will meet prior to 1<sup>st</sup> quarter 2018 BOD meeting.

**Governance – Matt Biscan** – covered under State Council agenda item.

**Risk Management, Safety, and Schools** – focusing on UIAA and AMG certification issues.  
Will meet prior to 1<sup>st</sup> quarter 2018 BOD meeting.

**Database Needs and Web Committee – Jeff Flax** – covered under above agenda item.

**Nominating Committee – Jeff Flax** - covered under above agenda item.

**12:20pm        Executive Director’s Operational Report and Key Performance Indicators – Scott Robson**

- Holly, Doug, and Philip will be attending the NOLS meeting
- There was an accident on a trip in NM.
- An AMG course will be offered by Philip Swiny and the Denver Group
- Outdoor Retail expo show will include a presence at the AMC in Golden. There will be space opening in the building as a result of BCG moving out
- The Golden Civic Foundation grant request was renewed for the repair of the AMC building steps. Additional funds are being held in reserve for the project.

**12:30pm        Executive Session**

**12:50pm        Adjourn**

Respectfully Submitted:

/s/

Jeff Flax, Secretary  
Colorado Mountain Club State Board of Directors