

**Colorado Mountain Club  
Board of Directors Meeting**  
FINAL Approved Minutes

*March 24, 2020  
5:30p.m. – 7:00p.m.*

Attendance:

y Don Carpenter	y Chantal Unfug	y Peter Hamilton
y Jill Yarger - Boulder Group	y Courtney Green	n Glenn Barr
y Bruce McClintock	N Mark Schielbel	y Mark Armstrong
y Kathy Kurtz	y Dan Cummings	y Dale Pfaff
y Sherry Richardson - CMCF	y Jesse Mattner	y Jason Kolaczowski
y David Sanders	y Ross Green	n Kathy Workman
y Matt Stevens	y Jason Antin	y Jacob McCracken - staff
y Jeff Flax	y Maren Olsen	y Keegan Young - staff
	yRobert Mascarenas	y Julie Mach - staff
	yPenn Burris - staff	

**5:30 Call to Order**

Welcome and Intro Jacob McCracken  
Approval of the minutes

Motion to Approve Agenda and Minutes  
First: Jeff Flax  
Second: Dan Cummings  
Unanimously approved with edits from Kathy Kurtz.

**5:40 Executive Director Update - Keegan Young**

State of Affairs at CMC and Staff Development and Org Chart  
Presented verbatim for the Minutes:

Most staff are working remotely. The exception is a member services staffer coming in to manage mail, deliveries, and voicemails to the member line. In addition, our new accountant and Operation Director have been spending some time in the office managing their individual transitions as well as handling critical areas such tracking accounts payable, accounts receivable, the final stage of our audit. On that note, we've frozen all payments temporarily during this transition, and while we get a handle on our burn rate and projected income. We will resume payments to individuals on April 6 including processing all the refunds due, which are estimated at approximately \$65,000 to-date.

During this weird time we've temporarily segregated staff duties into 3 major categories.

1. Revenue generation: This week and next we'll be working on a massive amount of calls to our members who are up for renewal or have lapsed in the last 3 months. The script and supporting e-mails will be primarily an update on our activities to keep members informed and engaged, with a soft ask for a renewal at the end. We're also looking into what grants can pay out in advance and through the year.
2. Member engagement through online learning and fun. Our education staff is taking the lead on creating form to this concept. We have several volunteers, partners, and staff actively creating content such as virtual hikes, training, and even competitions. Our education staff will be working to develop a more professional platform and delivery mechanism as opposed to just a goulash of content. Imagine a virtual university with multiple disciplines and then multiple classes within each discipline.
3. In partnership with the executive committee, the executive staff are working on administration, communication with our partners, and exploring lending options to help us through the coming dips in revenue. They will also be exploring the alternatives to expense reductions to go as deep as responsible and necessary as the current climate calls for.

All departments are working on our ramp-up plans for when this has passed as well. Examples include a summer fundraising appeal, prepping for a hopeful high demand in summer camps, and doing the legwork to build discipline specific sections that are in demand – replicating the fine work of the new Backpacking Section.

All primary programming has been halted and with that comes significant revenue implications from our adult education class fees, our youth education class fees, the proceeds from multiple community events, and the pending impact on SCFD funding, which is generated from sales tax.

Penn and Jacob have been communicating with banks regarding our lending options. We have yet to hear what specifically the Feds will do for us, but have already opened communications with the CMCF and AAC as they both hold our primary assets, the foundation assets and the American Mountaineering Center.

Keegan is and will continue to work directly with the President and Finance Chair as well as the Executive Committee and Finance Committee on operational decisions. If you are not on either of these committees and are compelled to participate in the conversations around expense reductions please coordinate directly with Keegan or Matt Stevens after the meeting.

Our board committees continue to be hard at work too. The Risk Management Committee has been highly active and you will hear more later. The Strategic Planning Committee just met this week and is gearing up for guidance around and oversight of the new plan.

Specific to staffing:

As everyone knows, we experienced significant turnover recently. We just brought on Jacob McCracken as our Operations and Finance Director, and Carol Kotchek as our Accountant.

Jacob will supervise:

Accounting

Membership

Marketing

Press

IT – including the migration to our new website and database platform

American Mountaineering Center relationship

CMCF relationship

Keegan will supervise:

Fund Development: events and major gifts

Adult Education and Trips Support

Youth Education

Conservation

Board of Directors including strategic planning, governance, and major partnerships.

As always, the buck very much always will stop with the Executive Director.

We have frozen the hiring of two open positions, the Education Director and the Content Manager. For the foreseeable future we will not be filling the Development Director position.

1. The systematic fundraising is now with our Membership Department: the Summit Society will be handled much like simply higher levels of membership. The acknowledgement letters, the gift tracking, and benefit delivery will now be handled by this team.
2. MJ is now overseeing all events as well as major donor administration. She will also be moving into a more forward facing position for major gifts, after she gets the system dialed. That means direct donor cultivation and solicitation.
3. Logan is now handling our brand partnerships with the outdoor industry, which has needed more direct attention.
4. Marketing will handle all individual giving appeals. This is the direct mail component and website as it pertains to fundraising.
5. Grant writing will continue to be supported by a contractor, but now the program managers will work with the grant writer as opposed to having an intermediate contact, as we did with Jay. The YEP program will help with YEP grants and the Conservation program will continue to manage their own grants.

Also, the State Council has asked about participating on the fund development committee. This is great news as we can use the support from our Groups in generating some cash for the website.

I appreciate all the emails and calls from board members checking in on the staff, the Club, and on me personally. It's pretty cool to have such great leadership and a friendly support mechanism. There are a lot of folks with a lot of time on their hands. Our staff is exceptional and it makes me very proud.

After Keegan's presentation there was subsequent discussion on COVID-19 effects on business and solutions:

- o Discussion about AMC being available for surge medical needs, and SBA loans.
- o Priority for looking for grants/loans - The team is assessing available cash through early May and are researching short term grants such as from Excel Energy.
- o Discussion about webinar classes and opportunities for realizing some revenue. Other schools are looking at this and they are looking at a framework.
- o Conservation: New use of Forest Service land: Is there more we can do for the land managers? Outdoor alliance and State Parks are putting out on safely being in the outdoors

**6:10 Finance Committee: Ross Green**

- FY2020 Update - welcome Jacob
- Reviewed December financials YTD Q1. (Oct-Dec)
- Overall Income is aligned with Budget; coming under budget offset by donations, and favorable by \$29k YTD net income, after payroll reconciliation
- Auditors - meeting with Auditors, wrapping it up as soon as possible.
- Over the next several weeks, we will stay apprised and watching due to contingencies and covid-19
- Will review Federal package once approved
- Finance committee is meeting weekly now to stay on top of everything.

**6:25 Development Committee**

- Gala Results: Smashing success - even on the snow storm that weekend! Thank you to all the board members - Peter, Keegan, Staff, MJ! 200 Guests and Netted \$60k, Lt Governor there, OEDIT's Outdoor Rec Office.
- State Council wants to be involved in the Development Committee.
- Summer Appeal: Will kick off after we take a small break.
- Keegan thanked the Board and committee - this effort was "Gold Star!"
- Matt Stevens/Keegan Young - Banff also raised \$60k. Both events complement each other to raise awareness. Dates for the Gala might change, the Outdoor rec show was a tight timeline. Ideas: webinars to potentially raise money, what about speakers like CEO of

Patagonia? The team has the opportunity to think more creatively in this pause. Lots of ideas are moving.

- Dale - We need to do a better job of donor fulfillment and branding for the packages and donors.

6:35

### **Risk Management Committee - Bruce McClintock**

The Committee has been very active and at the same time trying not to be too deep into groups' operations. RMC hosted a call and is working to be inclusive with everyone, such as Kathy Kurtz who serves in several roles - Denver group/risk committee and state council.

- ECSI, a WFA provider, has offered individuals they have trained a 60 day extension due to Covid-19 impacting the availability of classes. This only applies to ECSI-trained leaders- does not apply to the CMC's new WFA provider due to timing. This is also not a club-wide policy - only for these specific leaders.
- Kathy - some groups use members who are medical professionals - they don't think they need the Wilderness Certification training. Jeff Flax - this is not correct. But also this training is a great recruiting tool for leaders.
- For informational purposes - RMC looks at an operational perspective - it is too early to review the trip training standards. We are working really hard to ensure communications feedback loops are strong, so RMC isn't in a "compliance" role.
- Recommendation: CMC policy on avalanche training avoidance - to include an indoor session and optional field session. It's not required because it exceeds the national standards. The Canadian standards look good. Linda Lawson is an expert on this. Feedback included needing more feedback from trainers.
  - Matt Stevens clarified in more detail on this training and specific definitions.
  - Bruce: Calendar definition vs a more flexible definition due to Colorado's weather - added terms to "snow covered" and "back country" . Some leaders may not need to top level training, but specificity and flexibility are both needed. Bruce will host further calls to discuss this. Linda, Kathy will be asking for volunteers to serve on the subcommittee. 1. revamp CMC incident reporting process 2. Look into bigger than CMC - broader incident reporting (down the trail)
  - Bruce - there is time to build in more collaboration, but also to note we had extensive discussions with Denver and Boulder. Denver Group 8-hour Wilderness First Aid (WFA) School. It was the only group offering the one-day class instead of the two-day (16-hour) class. We have discontinued the one-day class based on the new CMC WFA training standards, which now require a 16-hour class every two years for leaders and certain school instructors.is the only group which does their own 8 hour short class.

- Bruce - Level 1: ATA is designed to help people stay out of avalanche terrain; If they want to access this terrain they have to have level 1. Some want A3 standards - so all three groups are moving to clubwide standards. Under discussion is the adoption of the National A3 standards. Not all groups were represented on the calls.
  - Some topics will be moved to the next meetings, due to time.
  - Jill Y - ATA level 1 adopting Level 3 national standards. We like having trip leaders who only do trips in Boulder State parks, so its hard for them to do a full day training and may not be necessary.
  - Motion to accept the Risk Committee's recommendation on Avalanche Terrain Avoidance may happen next time after more socialization.
- RMC is asking for formal adoption of the "ATA Level 1 national standards" policy. There was a full discussion about each group, Denver's process and outreach. It was determined there will be more outreach to groups.

**6:55 Other Comments/Topics for the Board - None**

**7:00 Executive Session - None**

**7:15 Adjourn**

Motion to Adjourn

First: Dan Cummings

Second: Robert Mascarenas

Unanimously Approved

**FY2020 Board Meeting Dates**

Tuesday, May 26

Tuesday, July 28

Tuesday, Sept 22

**EC Meeting Dates**

Tuesday, April 28

Tuesday, June 23

Tuesday, August 25

**\*All meetings are scheduled for 5:30pm - 7:00pm**