

Colorado Mountain Club
Board of Directors Meeting
March 21, 2023
5:30p.m. – 7:00p.m.
Meeting Minutes - Final Approved

1. **Call to Order** by Board President Dan Cummings at 5:35pm MDT
2. **Roll call** of Meeting Attendees:
 - a. **Board Members In-person:** Dan Cummings, Don Carpenter, Sheryl Lampert, Sarah Riley, Albert Plawinski, David Sanders, Robbie Vaughn, Kathy Workman
 - b. **Board members on line via Zoom:** Merrilee Millar, Robert Luecke, Evan Randall, Rachel Roberts, Christine Chopyak
 - c. **Staff in Attendance:** Keegan Young, CEO, Kevin Mann, CFO
 - d. **VIP:** Jeff Flax, Immediate Past President
3. **Welcome** by Board President, Dan Cummings
4. **November board minutes** were reviewed.
 - a. Motion was made to approve the November minutes by Robbie V, seconded by David S and approved by all.
 - b. PDF version of the board meeting minutes will be posted to the website by Ashley.
5. **State Council Update** by Don Carpenter
 - a. **State Council Leadership** - Succession planning for State Council members; State Council is critical for One CMC.
 - Chair, V Chair, and Sec positions are open or will be open in September.
 - Identify group members willing to join SC.
 - Involvement of State Council with BOD committee-Identify committee to join (ie Glenn on nominating, Don on BOD).
 - b. **Ongoing website support** for Trip Leaders and Instructors
 - Group “Olympians” to provide first line of support for leaders instead of the office.
 - TL concerns with listing trips with no Routes/Places – title as TBD and committee will fine tune.
 - c. **Sales Force** – groups need timely membership reports and group email lists; especially for new members and those up for renewal.
 - d. **Member Recruitment**
 - Involve local groups in festival planning (ie Backcountry Film Fest)
 - Provide recruiting support such as tents, banners, displays, pamphlets and other CMC related materials.
 - e. **Group Newsletter** Transition Planning
 - The issue is email service providers until a longer term solution is found for new website.
 - Many of the groups have found cost-effective alternatives to MyEmma such as MailChimp, Constant Contact, etc.
 - f. **Grants/Donations** to Outside Organizations
 - Grants and donations are permitted, if they meet the mission of the CMC.
 - CMC currently has no policy for approvals needed over a certain dollar amount.

g. State Council VFOs

- **VFO #1 Membership Experience.** Within six-months the State Council will focus CMC information sharing efforts on the membership experience by ensuring Groups are quickly aware of membership enablers and services via updates to the State Council Group representatives for sharing with their respective Groups.
- **VFO #2 Member Retention.** The State Council will promote member retention by sharing membership value and increasing membership value at every opportunity throughout 2023.

6. Finance Committee highlights by Rachel Roberts and Kevin Mann

a. Year-to date results (four months, Oct-Jan)

- Net income was \$44,000 better than FY22
- YTD results compared to budget forecast; revenue is down and expenses are higher resulting in a variance of about -\$145,000.
- Financials by department were reviewed.

b. Audit

- Audit report to be imminently signed off on by Keegan and Kevin.
- Going concern footnote in letter from auditors with respect to future operations (but not in the body of the letter– meaning there was some flexibility in some of our liabilities as well as cash flow forecast for future operations).
- Unqualified opinion from auditors; meaning financial statements can be relied upon as presented.
- Cash at the end of January was \$423,000 in CMC BOK account - but short term claims exceeded our cash at end of January.

c. Cash Position and Cash Flow Forecast Model

- The model shows a dip in cash late summer through October, then improving through January. This cash flow model includes some initial adjustments.
- A cash flow model is also being developed and refined for the AMC.
- This is our first at forecasting two years into the future.
- Cash issues were masked by PPP and cash influx via loans and we were spending more than our regular ongoing revenue stream.
- 15% cut in expenses are needed this fiscal year to carry us through Q1. A number of areas are being looked at.
- Overhead expenses must be properly accounted for and modeled with respect to the groups and schools. Transparency in numbers and communication will be important for the groups to understand and accept.
- Finance committee to set policy on CMC bank accounts vis-a-vis FDIC limitations.

7. Fund Development Committee Update by David Sanders

a. Banff Film Fest

- Thanks to all the board volunteers who helped at the film festival.
- Attendance/ ticket sales were higher than last year, but Paramount expenses were also higher. Our net profit was about the same as the year before.
- Consider going to a two night weekend showing.

b. Gala

- Consider holding Gala at the AMC to keep expenses down.
- Target for a September date.
- Key Note speaker - Sarah R is using North Face contacts to secure a potential speaker.
- Robbie V with his contacts will look into event planning, chefs, catering and alcohol for the Gala.
- Call to action for BOD to help plan the Gala: event planning, table sponsors, live and silent auction items. Reach out to the front range groups for volunteers.

c. **Specific campaign** is being considered to replace climbing wall flooring -\$10,000 needed.

d. **Individual Action Plans**; Scott/David will contact BOD for a time to meet and discuss.

8. Operations highlights by CEO Keegan Young

- a. Staff has provided much of the web support learning Sales Force – this is in addition to their regular duties.
- b. IT manager defining the security protocols, policies and access to the website.
- c. Cost-effective new branding/marketing contract with consultant, Brianna Dean.

9. Motion made by to enter executive session by David S and seconded by Robbie V; passed unanimously – Evan R and Jeff F were excused.

10. Motion to exit executive session by Sheryl L and seconded by David S passed unanimously.

11. Enterprise Risk Management by Robert Luecke

- a. Keegan, Evan, Alpert, and Robert will meet to develop VFOs.

12. DEI-B Committee update by Merillee Millar and Christine Chopyak

- a. Committee met to develop VFOs.
- b. CMC entered into a partnership with the Lockwood Foundation – to help those with disabilities get outside.
- c. Volunteers from CMC to help disabled climb 14ers and to get outside.

13. Nominating Committee update Keegan

- a. Response from Keegan's ED update on volunteerism was good and a number of potential board members were identified.

14. New business

- a. Sheryl L– women's month had a full schedule of events, but were not well attended; more advertising and marketing needs to be done next year.
- b. Social Media potential with CMC ambassadors (those with 500 or more friends) to market and advertise CMC events. also Expert Voice tracking.

15. Motion to adjourn by Sarah R and seconded by Sheryl L; passed unanimously; 7:10pm MDT.

Next Board Meeting Date May 23

FY2023 Board Meeting Dates

July 25
September 26

EC Meeting Dates

April 25
June 27
August 22

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