Mountaineers Leadership Strategic Meeting

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GROW Our Club

Things to work on

- Communication
- Critical look at volunteerism
- Mountaineer experience
- Evaluate quantity vs. quality

Resources

- BoT
- Marketing committee
- Activity leaders
- Staff
- Virtual members
- Geography

ADD Value "Get the Foot In the Door"

Make it easy, modular offerings
Unique value of traditional courses, building communities

- Different class structures
- Club introduction needs to be easier
- Tryout trips for more activities/areas of the club
- Shorter modules – one day workshops

BWT & Conditioning hikes, Olympia classes
Club membership can lead to personal growth and social opportunities, relationships

Define the Mountaineer Experience, members expectations are met

- More opportunities to participate
- Make it easy to be an active member
- Increasing awareness of the club, Public policy biggest bang for the buck
- Potential to replicate many smaller communities

Marketing a brand, what is the perception?
Preserve what's of value to club members
Activities and conservation combination is unique

Sustainable Footprint
Living within our means
Keeping focused
    Building decision, does it serve all our members, how is it perceived by all of the club?
Value of a clubhouse to geographically remote branches?

Need to identify the Fixed Costs of our club
Confusion around club finances and financial process
Need common understanding

Club avoiding tough issues & decisions
What are we leaving for others?
    Club standards
    Business tools
    Joining up Process
What is the sustainable club membership base/volume & scale, to support fixed costs?

Fundraising
Look at corporate sponsorship, strategic partnerships and support for club programs.
Adding education back into our core activities
Clear tie of money to purpose: Guarantee of public trust put into the 501c3 structure to insure funds meet purpose of contribution.

Sources-
- Membership
- Corporations
- Large donations from individuals
- Bequests

Make part of a course fees dedicated to support conservation programs
Biggest bang for the buck = education

Working relationship with Foundation, use it instead of changing tax status of club
Get organized behind Mountaineers Foundation to use for 501c3
    501c4 has to have a request from 501c4 with clear grant requests

Education of BOT
    On 501c4 vs. 501c3, tax structures
    Articles of incorporation
    Board policies

Mission statement & Club purposes

"To be the premier Northwest outdoor recreation club, dedicated to the responsible enjoyment and protection of natural areas."

Evaluate whether we are following the mission or if we need to alter our mission to match what we are doing???

Should part of mission statement consider the marketing component or what we are about?
Doesn't look outward of the organization but internally.
What is the statement suppose to do? How should it be used organizationally.

What does is communicate about community impact?
Need to use "We", active direct contributions that we offer.

Premier = elite word
Education should be included

Elements that are needed for statement revision:

What's missing:
Education
Direct mention of Conservation
programs
AMC tells you why
Our impact - What will we dot for the community what will be our impact?
Families
Appeal to donors

What we need
Touchstone
You use as you try to make decisions
Not apparent to most club members
It hasn't been used this way in the past
Short and sweet, know what we are about

Should we be working on the mission statement in this forum?

Characteristics of current mission
Activity-centric
Premiere is elite word
Inward looking

Concepts for mission statement =

22 - Activities
0 - Programs
56 - Education
57 - Conservation
6 -Properties
52 - community
4- volunteerism
0 - northwest
1- tradition/History (Stability Commitment)
12 - having fun/enjoyment
1 - family
0 - Access to outdoors areas
4 – wilderness, saving wilderness areas
16 - outdoors
0 - comraderie
0 - growth
0 - biggest
0 - best
1 - leading
10 - diversity of activities
0 - positive impact
4 - Publishing books

Action words =
Serving, foster,

AMC brainstorming – 1988 Issues

Declining membership and revenues
Volunteer governance and management
Not running a business very well
Resistance to change
Factionalism, bickering fiefdoms
Unproductive meetings
Problems budgeting process
Unclear lines of authority
Micromanagement (OJ glasses), non-strategic
Speed of change
Strong attachment to tradition
High turnover on the governing body (council) very short tenure rates
Lack of standard procedures and processes
Council had no overall picture of organization
Council protecting fiefdoms
Council inexperienced in business management
Losing money and in debt
Example – 110 checking accounts
Bad relationship between the council and paid staff

What Things resulted from changes in the mid 90's

Membership doubled
Events per member increased
    education
Activities became focused
Conservation promoted as reason for being
Started buying more properties
More bequests
Profitable use of properties – revenues doubled
Higher retention rate of existing membership (80 % first year renewal)
Held less meetings
19 consecutive years of plus financial returns ("in the black")
Spent more on a per member basis (member services)
Respect between governance and managers improved greatly
Hut visitors also members
Flat program revenues - but investments did increase
Increased focus in conservation, professional management, highest profile for community awareness
Fundraising became a higher % of overall revenues

What did they DO to get these results??

A. Hired a CEO, made executive director the leader of the corporation
B. CEO has responsibilities for budget, power of personnel selections
C. Changed representations on the council to not be attached to fiefdoms – increased number of members
D. Put large emphasis on nominating committee activities
E. focused on makeup to be a corporate styled board in skills base
F. Rewrote the governing bylaws
G. CEO role
H. Stopped using Robert's rules
I. Fewer council meetings – bimonthly meetings
J. Went after aggressive conservation programs
K. Restructured financials
L. Built supportive staffing
M. Instituted 5 year financial plan
N. Uniform financial policies followed
O. Board members were expected to donate to the club and sit on several committees
P. Active, working club
Q. Board meetings reduced, active committees meetings increased
R. Monthly reports supplemented communications which previously occurred in monthly meetings.
S. Hired professionals to manage properties
T. Changes how they developed the agenda for board meetings
U. Driven by key strategies and large goals, high level on core issues

Mountaineer SIMILARITIES:

1) Declining membership and revenues
2) Low retention
3) Volunteer board, limited business experience
4) Strong volunteer effort
5) No fundraising experience
6) Fiefdoms
7) Uncertainty around mission statement
8) Lack of club objectives
9) Board processes – elections, Robert's rules
10) Always meeting
11) People on BOT from factions, not at large
12) Programs do not have continuity across organization
13) Lack of standards in programs
14) Same organizational divisions – books, conservation, properties, activities
15) More competition from other similar organization

DIFFERENCES

1) Much larger beginning membership
2) Broader geographic population base, multi state vs. single state, not all activities geared to mountains.
3) Tax status
4) Have an endowment
5) Bigger emphasis on hospitality, more diversity in properties
6) Advertise properties internationally
7) Facilities supported are focused on other activities
8) Proximity to large metropolitan areas farther away
9) Huts are self-contained, lodges (much larger, like hotels) are all on highways
10) Activities geared toward families
11) Converting activity camps from logging camps
12) Dues $50, $75 for families
13) 10% invested in administration vs. 20% , smaller base negates value of this comparative measure

Focus AREAS:

<u>CEO/ Professional Staff</u>
Increase staff authority
Run properties professionally as businesses
Need corporate model with CEO with skills for accountability to results, knowledge and experience appropriate to deliver planned/expected results.
Staff to provide training for volunteer leaders

<u>Governance/Council</u>
More business expertise on the BoT
Need fundraising expertise at the leadership level
Living stragic plan – use this to drive governance
Robert's rules – will they always be used
Nominating committee had much larger role in developing BoT diversity and skills
Re-evaluate size of BoT
    Discuss it , debate it, make it functional for club
    BoT needs to be measured on results/effectiveness and not headcount
BoT is not a representation board but should be organized around areas of expertise with representation by branches.
Board to set policy and find people to execute vision/goals
Add fundraising committee (alternative funding standing committee)
Conservation to be viewed as an administration/policy function on the BoT
Standing committees is where work should be done, designate people to recruit for standing committees.

Financial Model/Operating Model
more members, revenue on current fixed costs
identify program areas where staff would help fund those
more emphasis on properties - need to be leveraged for their revenueprofi protentials
3 & 5 year financial planning
Strategic planning
Invest in properties

Offering
Need to offer services that attract members
Look at opportunities for properties, need new management approach
Integrate conservation within activities & programs
Don't try to exactly duplicate AMC
Increase activities per member
Affiliate with other outdoor organizations
Find outside advisors who have professional change management

Organizational Structure
Add FT marketing staff
More autonomy for outlying branches
Need standardized processes
Build clear organizational chart,
operational flow, communication and accountability for results
Get advisory group/outside study to develop vision or plan for re-organization
Integration of board, branches to create stronger whole community
Need staff to focus on communications/web

Overall Approach to Change
Status quo is not an option
Be open to significant change
Use outside perspective resources
May include consultants
Need change to happen quickly, involve entire club in process
Revisit objective tactical plan 2004 presented by Steve Costie as a starting point

NEXT STEPS:
Suggested using staff and outside resources, temp staff to get movement on targeted goals idenfied below…

Grow the Club-

Marketing committee, marketing plan – FTE?
Optimize website – need a working committee

Add Value-

1) Volunteer development committee – Ken Hahn
2) Find model/study a method to optimize creating community within the club, mentoring, develop member value.
3) Managing committee to implement plan to modularize educational offerings, clubwide standards within each activity.

Sustainable Footprint -
Finance Cmte manages to budget, BoT enforces adherence

Fundraising -

Alternative Funding Cmte – Ed Henderson

>>>> Mission Statement - board motion

Executive Cmte w/internal & outside help

>>>> Vision & Strategic Plan w/metrics

Finish by March

>>>> Governance

Organizational structure
Determine roles/responsibilities for leadership & managing areas in the club
Executive cmte responsible
foster outside governance planning group
delegating tasks to Nominating cmte
utilize other board members

>>>> Implementation Capability
Managing Cmte responsibility