

Minutes of the monthly meeting of the Board of Trustees August 6, 2009

Board members present: Officers

President - Eric Linxweiler President Elect - Tab Wilkins Secretary - Steve Sears Treasurer - Mike Dean VP Publishing - Don Heck

Trustees at Large

Kirk Alm Rich Draves Dale Flynn Ed Henderson Lynn Hyde Don Schaechtel Dave Shema Mona West

Branch Trustees

Gerry Haugen – Foothills Tom Shimko – Tacoma John Flanagan – Olympia

Board Members absent VP Properties - Dave Claar, Trustee at Large- Eva Schoenleitner, Branch Trustees - Steven Glenn – Bellingham, Rob Simonson – Everett, Mike Maude – Seattle, Jimmy James – Kitsap

Guests Present: Helen Cherullo, Anne Fitelson, Jamie Gordon, Leonard Russell, Fran Troje, Scott Eby, Paul Robisch, Lisa Wright, Eileen Allen, Annik Wolfe, Diane Troje, Linda Haugen, Gavin Woody, Raelene Gold, Polly Dyer

Call to Order

The meeting was called to order at 7:04 PM by Mountaineers President Eric Linxweiler in Room 110 at the Magnuson headquarters. The President and Secretary were in attendance. A quorum was established.

Approve Agenda

It was moved by Don Heck and seconded to approve the agenda. The motion passed.



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Approve Minutes of the June 2009 Meeting

<u>It was moved by Don Heck</u> and seconded to approve the June 2009 minutes. The motion passed.

Officer/Staff Reports

President Eric Linxweiler reported:

General Activities for June and July

- Focused on Executive Director Transition and Search activities
- Completed work on establishing guidelines for Wislicenus fund
- Presentation to The Rainier Club (June 23rd)
- Visited Mt Rainier NP, to witness Mindy Roberts receive her prestigious award for safety
- Attended Seattle Rotary luncheon, with a future goal of having the Mountaineers present to this group
- Discussion with Allen Gibbs of the USFS. Regional Forester coming to the Clubhouse in November

Committee Updates

Executive Committee

- Due to numerous schedule confilicts, we didn't meet in July. Rather, relied on email to communicate
- Scheduled meeting on August 25th (via conference call)

Search Committee

- Profile finalized, available on Mountaineers website
- Applications collected via our website, and other sources
- Candidate list being managed, currently on fifth pass
- Candidate Report:
 - o Leading Candidates: 2
 - o Candidates Identified: 8
 - o Candidates Evaluated and determined not appropriate: 10
- Timeline
 - o Phone screens through August
 - o Seattle Interviews in late August
 - o Final Interviews in mid September
 - o Final selection -

Miscellaneous

• Reminder – Board Packets are considered confidential. Please treat as such

President Elect Tab Wilkins reported:



- Held Managing Committee meeting on July 23rd Discussion topics included:
 - o State of leadership, committee level and above
 - Club-wide Avalanche Standards
 - Seattle Family Committee
 - Trailhead Program across branches
- Finalized recommended Youth Policy for board consideration
- Supported Interim ED & President in ED role
- Provided some suggestions on budget options for Close-The-Gap

Interim Executive Director Mona West reported Written report attached

Secretary Steve Sears reported:

The next board meeting will be on September 3rd, 7pm at the Magnuson Clubhouse

Treasurer Mike Dean reported:

- Net Income lower than budget mostly driven by lower revenue from building rentals, book sales, membership dues and investment income while some building and operating costs have increased
- Higher than expected branch revenues and lower expenditures, Books fundraising and reduced operating costs have helped offset
- Net Income recap through June
 - o Division NI lower than budget
 - o Branches NI higher than budget
 - o Books NI higher than budget
 - o Total club NI lower than budget
- Expenses have been adjusted and include \$79,494 of additional costs for:
 - o Legal fees and other expenses to finalize the Magnuson building
 - Higher than expected move-in costs
 - Legal fees for employee disputes
 - o Executive Director search fee
 - o Interim Controller costs
 - Severance pay
 - o IT upgrade costs
 - o Overruns on personnel that were not in the budget for the full year
- Finance Committee has developed metrics to measure performance
 - Develop Dashboard Operating & Financial Metrics Package:
 - Membership & HQ:
 - Total Membership Increase vs FY 2009 2010 Budget
 - New Members Rate Increase/(Decrease)
 - Membership Drop Rate Increase/(Decrease)
 - Branch View



- Database usage / Costs
- Conservation Metrics
- Programs Development Metrics
 - Grants / Donations vs FY 2009 2010 Budget
- Divisions & Branches
- Mountaineers Productions
 - Event held vs. FY 2009 2010 Budget
 - Number of Attendees
 - Net Income vs FY 2009 2010 Budget
- Lodges
 - By Lodge Usage Metrics
 - Total Expenditures to Number of Days Available
 - Revenue, Expenditures & Net Income vs FY 2009 2010 Budget
- Magnuson Building
 - External Rents vs FY 2009 2010 Budget
 - Available capacity with 3 Months Look-Ahead
 - Net Income vs FY 2009 2010 Budget
- More Detailed Dashboard at the Operating Level
 - Branches (can use database to pull information)
 - Enrollment Number of Courses and Trips
 - Revenue, Total Expenditures and Net Income
 - Membership
 - Available Reserves to Membership Ratio

Vice-President Publishing Don Heck deferred to Helen Cherullo who reported:

- Introduced Art Freeman a past employee of 20 years who has rejoined the Books Division
 - o Art has been instrumental in developing books Operation Phoenix
- June sales better than budget and YTD
- June Net Income is highter than original plan and Operation Phoneix goal
- June Returns were slightly lower than plan
- July numbers are looking favorable

Committee Reports

Bylaws and Policy Committee:

<u>It was moved by Don Schaechtel</u> and seconded to approve board policies for Financial Management and the Long-term building fund, as presented at the June board meeting, replacing board policies 106, 415, 423, and 426. The motion passed.

Managing Committee:



The Chair of the Managing Committee presented the Youth Protection Policy below for review and intended vote at the September meeting.

Youth Protection Board Policy Policy Statement

It is the policy of the Mountaineers to provide a secure environment for youths who participate in club-sponsored activities and their adult instructors and leaders.

Application

- 1. The managing committee shall establish a clubwide standard for activities where the majority of participants are under the age of 18. This standard shall describe measures that protect youths from abuse and be consistent with measures used by other organizations.
- 2. Adult leaders of youth activities shall:
 - File a disclosure form pursuant to RCW 43.43.830 and 43.43.834 with the Executive Director prior to accepting a leadership position in youth activities.
 - Agree to a background check conducted in accordance with RCW 43.43.830.
- 3. The Executive Director is authorized to exclude any adult member from a leadership position in youth activities based on the disclosure form or background check.

Responsibilities

The Executive Director is responsible for developing procedures for obtaining and reviewing disclosure forms and background checks. These procedures must assure confidentiality. Activity committees and lodges that sponsor youth activities are responsible for:

- Obtaining disclosure forms and background checks from their leaders prior to the activity.
- Complying with the requirements in the clubwide standard for youth activities.

<u>It was moved by President Elect Wilkins</u> and seconded to amend the agenda at this point to move the Old Business item Energy and Climate Change to this position, in respect of visitors present for that topic and the Executive Session previously in this position of the agenda. The motion passed.

Old Business

<u>It was moved by Ed Henderson</u> and seconded that the Mountaineers Board of Trustees adopt the following Resolution:

A General Position on Energy and Climate Change

Whereas: The legitimate scientific debate ended long ago: Climate Change "Global Warming" as a result of human activity is happening. It is an ongoing, unfolding environmental crisis which is caused in large measure by the consumption of fossil fuels oil, coal, and natural gas for energy production. This is raising the levels of "greenhouse



gases," primarily, but not limited to CO₂, trapping heat in the atmosphere, an occurrence that is well documented.

Whereas: We see the effects of this global warming here in the Pacific Northwest and beyond. Every year the snow line creeps higher up the mountains, spring comes little earlier, the glaciers retreat and shrink. Not only are our traditional recreational activities adversely affected, our whole economy and way of life is threatened. Lower snow pack means less water for irrigation and municipal use. Lower snow packs in the mountains not only means less water for river rafting and kayaking, but less water through the turbines that generate the hydro-electric power. Less water for in-stream flows that support fish and wildlife and dryer forests that are increasing at risk for devastating fire and disease.

Whereas: Greater conservation and efficient use of energy must take precedence, it be a local, national, and global priority. This involves, but is not limited to, simple things such as switching to low-energy light bulbs (such as CFL's), ensuring that homes are properly insulated, employing energy-efficient heating and cooling systems, and making fuel economy the priority in car buying.

Whereas: Energy efficiency and conservation are but the first steps. We must depend more on renewable, or clean, energy sources, such as, but not limited to, wind and solar. Improved power grids on a local and national level are required along with the implementation of "smart grid" technology.

Whereas: It is not enough to have "clean" energy come on line as demand continues to rise, or use efficiency and conservation to limit that demand, but the use of these fossil fuels and their subsequent emissions must be limited, and eventually phased out.

Whereas: The Mountaineers recognizes no one solution to the Climate Change problem is a panacea. It will take problem solving across the entire energy spectrum just to mitigate the crisis, and a complete paradigm shift in how we create and consume energy to solve it. There are no quick and easy fixes, but the longer we wait the worse it will be. It is time to act NOW.

Therefore it shall be the policy of the Mountaineers to:

We will support policies that provide incentives and subsidies for the reduction and elimination of greenhouse gases, encourage greater conservation and efficient energy use, and provide for the development of clean and renewable energy sources.

The Mountaineers will work to support clean and affordable energy for all while continuing to defend the environment and natural beauty of the Pacific Northwest and beyond. We will seek solutions that yield the best compromises of CO2 reduction, sound economic policies and environmental protection.



<u>It was moved by Don Heck</u> and seconded to amend the motion to replace the term "Policy" with the term "Position" in the title of the resolution. The amendment to the motion passed.

<u>It was moved by Tom Shimko</u> and seconded to replace the term "Global Warming" with term "Climate Change." The amendment to the motion passed. The resolution, **A General Position on Energy and Climate Change** passed.

New Business

<u>It was moved by Don Schaechtel</u> and seconded, effective October 1, 2009, to combine the Conservation Division and the Recreational Resources Division into one division; with a name, revised charter, and chair to be voted on at the October board meeting. The motion failed.

<u>It was moved by Ed Henderson</u> and seconded to create an ad hoc Committee of the Board to study the conduct of public policy, both Conservation and Recreational Resources and report back to the board with their findings and recommendations by October 1st. The motion passed. Don Heck voted no on the motion.

President Linxweiler appointed a Conservation and Recreational Resources Study Committee Chair, Dale Flynn and committee members Lynne Hyde, Ed Henderson, Gerry Haugen and Kirk Alm.

Note: An agenda amendment moved this item to this place in the agenda. **Finance Committee Confidential Year End Financial Picture:** Note: Executive Session It was moved by Tab Wilkins and seconded to move to executive session. Financial Confidentiality was the purpose of the Executive Session.



Exit of Executive Session

<u>It was moved by Don Heck</u> and seconded that the Books Division 2010 Capital and Operating Budgets be approved as presented. The Motion passed.

Program reports Good of the Order

Adjournment

It was moved by Don Heck and seconded to adjourn at 10:58 PM.

Attachment List: Executive Director report August 09 Energy Policy Cover Letter CORE program original goals CORE program success analysis

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Executive Director Report to the Board of Trustees

June / July Accomplishments August 6, 2009

Membership (end July): 9,609 members (-0.6% vs same period last year)

Fiscal year to date: 1,714 new members. (+ 0.4% vs LY)

598 reactivated (- 2% vs LY)

2,414 lapsed (29% attrition, higher than the 26% last year)

Program Development

• Launched "Junior Mountaineer" program – independent, multi event badge/patch program

• 1st Kids Rock Day hugely successful – 22 kids, many coming back, parents want to get involved

• Ken Hahn's report of Trailhead performance included in Board packet. Additional metrics attached. Ken will present key findings at the September Board meeting.

Marketing/Outreach

- Participated in WTA Trailsfest in mid July. Several hundred attendees.
- Held 50 year member luncheon, with 89 attendees (+18% vs LY).
- Plans underway for screening events for Ken Burns National Park TV Series. Oct 1 at Magnuson; screening opportunities available for other branches as well.
- Revised membership JOIN brochure.

Member Services

- Launched new course tracking database capabilities to facilitate leader management of trips
- Summer Bookstore sale held mid-July. This is a semi annual blowout sale for members and the public. Strong performance in line with previous years despite economic conditions. (\$6K revenue)

Public Policy

- Alpine Lakes Wilderness: Continued work with Senator Patty Murray (D-WA) and Representative Dave Reichert (R-WA) on additions to the Alpine Lakes Wilderness area and Wild and Scenic designation for the Pratt and Middle Fork Snoqualmie rivers. In June, Leesa helped develop a list of summer hikes organized around ground truthing trails and trail conditions in proposed addition areas as well as recording any areas of encroachment by motorized vehicles via Forest Service roads.
- American Alps Project: Various club members held a meeting in June to discuss Foundation funding
 options for the American Alps Legacy Project campaign. This is a massive three year (at least)
 campaign that will, in the end, and not unlike additions to the Alpine Lakes, require an act of
 congress.
- Washington Watershed Restoration Initiative: began attending regular working-meetings as the Mountaineers representative. The coalition is dedicated to reestablishing and maintaining healthy aquatic and forest ecosystems in Washington's national forests through maintenance, repair and reclamation of forest roads and fish culverts.
- "Conservation on the Ground": July marked the first Mountaineers sponsored hike into unprotected or threatened areas as part of the new hiking series. Leesa is representing the Mountaineers as a member of a coalition leading ground truthing hikes designed to illustrate the continued need to work for conservation of and continued access to the lands on which we recreate.
- Access Pan America Conference: Attended very first conference designed to bring together climbing activists from across the Western Hemisphere.

Fundraising

- The Bruni funding guidelines and application are finalized and available online at: http://www.mountaineersfoundation.org
- Preparing for Summit Society (Planned Giving) roll out. Updated brochure in progress.
- Evaluating ways to add value to Contributing Membership Tiers (\$125 \$1,000 dues) and increase participation
- Attended the Seasoned Grant writer's Panel with the PSGA in July
- Club Fundraising ahead of last year, but needs to increase further (selected list):

Fund Description	June 2009	2008 Year-to- Date (Jan-Jun)	2009 Year-to- Date (Jan-Jun)	+Inc/ -Dec
The Mountaineers General Fund* (not-tax deductible)	\$490	\$2962	\$7253	+\$4291
Friends of The Mountaineers	\$100	\$277	\$2265	+\$1988
Friends of Mountaineers Library	\$139	\$660	\$771	+\$111

^{*}includes \$5K Kitsap HARK donation from Columbia Sportswear

Building

- Finalizing committee room rental schedule for next year. All requests should have been submitted.
- Lost Amazon.com room rental for 1-week in July (\$6K revenue) due to lack of A/C in Goodman. Exploring whether to add A/C in the future.
- Will evaluate business model for subleasing basement level in next month
- Operations
 - o Permanent occupancy permit secured.
 - o Saltaire working on final construction deliverables. Expected completion end Sept.
 - Lease revisions in progress with city to extend duration from 40 to 50 years and donate South Wall. Expected completion end Sept.

General

- Held staff brainstorming on ways to drive club membership & profit in FY 09/10.
- Implemented new timesheet and expense approval processes to ensure appropriate controls
- Working with Search Team on search for new Executive Director
- Working with Mike Dean on recruiting for controller
- Revised job description & clarified responsibilities for Development Coordinator.

TO: Eric Linxweiler, President and the Board of Trustees

FM: Michael Shurgot, Former Chair, Conservation Division

RE: General Global Warming and Energy Policy

Attached please find a draft resolution on *General Global Warming and Energy Policy* for the Mountaineers. The Conservation Division recommends the adoption of this resolution by the Board of Trustees.

The Mountaineers have long supported specific policies on energy to protect the environment and the beauty of the Pacific Northwest and beyond.

A partial record follows:

8/29/90	Support for S-1224, C.A.F.E. standards.
2/4/91	Requested Congress include a conservation component in energy package.
3/1/91	Support the Clean Air Act State HB-1028 & Federal HB-1671.
4/4/91	BoT unanimously passed support of energy conservation, renewables and
	CAFÉ Standards.
4/19/91	Support Energy Policy bill HR-39.
6/18/94	Virginia Felton, Executive Director, signs Northwest Energy Charter.
	NCAC (Northwest Conservation Act Coalition, now NWEC) supports NW
	Power Planning based on conservation and renewables, fish and wildlife
	protection.
6/29/94	Support Harkins-Jeffers amendment restoring funding for renewables.
10/12/94	Norm Winn testifies on the failure of the NW Power Planning
	Commission's Salmon Plan.
10/27/95	Support stronger air pollution controls at Centralia coal fired power plant.
2/14/97	Support tax incentives for Centralia in return for significant reduction in air
	pollution.
10/1/98	BoT supports breaching the four Lower Snake River dams for salmon.
10/3/03	Ed Henderson testifies at EFSEC hearing for control of CO ₂ emissions.
2006	The Board of Trustees endorses I-937 for Clean and Renewable Energy.
5/21/09	Ed Henderson testifies at EPA hearing for control of CO ₂ emissions.

The record is clear. The Mountaineers have long supported clean air, fish and wildlife protection, conservation and renewable energy and improved mileage for cars. These policy positions however were limited to specific cases. We do not have any all inclusive policies allowing us to comment on new developments without board approval. The political climate has moved to Fast Forward on energy issues. All sorts of policies and proposals are being floated both at the state and federal level. In order for the Mountaineers to respond effectively, meaningfully and in a timely fashion it is necessary to have a broad policy. Such a policy will allow the volunteer members working in the Conservation Division to formulate our responses, in accordance with the policy guidance. The Mountaineers can then comment much more successfully at the most effective time. By eliminating the time consuming necessity of awaiting specific policy approval by the board of trustees, our comments will have much greater impact while the issue is active.

Therefore the Conservation Division's Executive Committee strongly urges the adoption of the draft *General Global Warming and Energy Policy* by the Board of Trustees.

Community Oriented Recreation Education Program (From 11/2007 Board Packet)

Bringing people into the outdoors is the most direct method of showing them the value of membership in The Mountaineers. The CORE program will do this by hiring a staff person to develop and execute a series of one-day entry level programs for the general public. In addition to selling memberships, small course fees will offset a portion of the costs of this program.

One day programs will include easy hikes, easy snowshoe outings, introduction to rock climbing, rock climbing experience for kids, and perhaps other activities. The vast majority of CORE program events will occur on the weekends to accommodate the schedules of the general public. They will occur all year round, including sunny summer weekends, and winter weekends with fresh snow when volunteers typically pursue their own activities. The indoor rock climbing facilities at the Magnuson Park building will be a good alternative for rainy days. One-day programs will occur throughout the region as the opportunity to sign-up members dictates. The programs will include not only the recreational activity, but also an introduction to The Mountaineers including its good works in the community.

The work week for this position is Wednesday to Sunday, since every weekend will involve outings. This person will spend his/her time approximately:

- 40% preparing for, leading, and following up on outings
- 20% selling outings
- 20% curriculum development
- 20% meetings, training, etc.

It is anticipated that the curriculum development would allow the expansion of the program through volunteers and paid staff as opportunity warrants.

	Full Year	9 Months FY 08
Revenue		
15 intro to rock climbing x 8 people x \$15	\$1,800	\$1,350
5 kids rock climbing experiences x 8 people x \$15	\$600	\$450
15 easy hikes x 8 people x \$15	\$1,800	\$1,350
5 easy snow shoe outings x 8 people x \$15	\$600	\$450
10 other intro programs (bikes, kayaks, etc.)	\$1,200	\$900
Total Revenue	\$6,000	\$4,500
Expense		
Personnel	\$40,422	\$30,317
Advertising	\$1,000	\$750
Equipment	\$1,000	\$750
Total Expenses	\$42,422	\$31,817
Membership Sales		
400 participants x 8% close	32	24
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Program Development / Trailhead Performance vs Goal

Number of events offered

Course Revenue Other Revenue (grants, reserves) Total Revenue Total Expenses Net income	\$ \$ 6 \$ 42	у	9 m \$ \$ \$	FY 2007 Goal nonths 4,500 - 4,500 31,817 (27,317)	Actual 6 months \$ 2,727 \$ - \$ 2,727 \$ 30,157	\$ - \$ 12,542 \$ 15,000 \$ 21,542 \$ 57,012 \$ 63,316	esults	
	* In the 16 months since program began *							
Membership Sales (New members)		32		24	54 new i	members (trend of 40 per yr)		
total # participants (non members + members) % of participants who are non members conversion rate (new members / total participants)		400 NA 8%		300 20% 8%		ple participated 1,381 times (trend of 1,040 times per year)		
New member dues revenue	\$ 3	,456	\$	2,592	\$5,832	dues revenue (trend of \$4,375 per year)		

200 events (trend of 150 per year)

50

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