



Adventure Cycling Association

Board Meeting Agenda and Minutes

May 19-20, 2023 – Meeting

Agenda and Minutes:

Call to order: 9:05 am – May 19

Attendance: Ricky Albores, Daniel Kanter, Elizabeth Kiker (virtual), Noel Kegel (virtual), Jenny Park, ME Price, Rich Tauer (virtual), Scott Edwards, Joyce Casey, Audrey Welsh (board candidate)

Staff: Jennifer O'Dell, Nicki Bailey, Brian Bonham, Jeffrey Mizell

Agenda Item	Attendees
Board Business • Welcome, call to order, review desired outcomes and decisions needed– 5 min • Board candidate introduction – 5 min • Consent Agenda – 5 min • Committee Reports – 5 min each ○ Finance ○ Governance ○ Executive	Board, ACA Leadership Elizabeth out temporarily Jenny on her way.
• Discussion of leveraging networks language. Add to the governance committee agenda. Jen suggests discussion tomorrow of the board's giving expectations. • Postpone board candidate intro until Rich joins. • Consent Agenda approved by voice vote. Dan moved/Scott second/ approved. • Governance committee ○ Invited Flavia and Broh for October meeting. Nominating Audrey Welsh for May meeting. ○ Bylaw updates to vote for this meeting. ○ Working on onboarding process. Jenny is terming out in 2023. • Executive Committee ○ Needs to meet; work with ED and review; set up schedule of meetings; work on a good process for reviewing the ED; work to create a schedule. • Finance Committee	

○ Updated financial systems; modernized work flows; fresh set of eyes with part-time controller; reforecast at end of Q1; we are in a difficult spot financially. Staff doing a good job on expenses. New audit firm hired as a matter of financial hygiene. Considering changing FY start/end. Job posting for a controller. ○ Recommendation to change the fiscal year to January – December. ○ Vote unanimously to change fiscal year to January (this was approved in October, 2023 on discussion and review of the minutes).	
Impact Goals & Outcomes • Mission Moment • Program Updates	Board, ACA Leadership, ACA Staff
• Intros to the board. • Sherrie Ott – Mission Moment video • Adventure Cyclist redesign – Allie (Art Dir) and Carolyn ○ Can be defined as a rebrand (see Powerpoint) • Jenn H – Dir. Routes and Access describes reorg of dept. Describes how 50k miles of route network updates (7k this year) Services are also updated. Pace of updates is 15%/year. Future (Bicycle route navigator being renegotiated) Financial and focus issues. Nathan evaluating the digital nav. Prog. To date. Short routes prog. Has 13 routes with a goal of 40 routes by end of year. USBRS work continues with a light touch. 1000 new miles in 2022. Almost 19k total. AASHTO \$10k grant. How well does USBRS help riders? ○ Scott has questions on what is realignment and how does USBRS designation happen. • Innovation and Discovery function. Emerging rider is broadly defined. A program to take our knowledge to the street. ○ Bike overnights/Ambassadors/Mini grants and stipends to lead bike overnights (44 events supported) ○ Community outreach to define/overcome barriers to emerging riders. Emerging Rider Council to get feedback on programming (Piloting in Missoula and Ft. Collins) • Mike Lessard update on Guided tours – Completed 15 tours; 17 more departed. 86 percent fill rate for trips. 60 in the next four months. • Jenn H – Overview of DEIJ work. Focus on internal culture first. Used Avarna group first, then Widerstand. Working group may want to reflect back on what would be useful for the board to use (Jenn O). • Break early. 11:12pm	
Strategic Planning – Work Session with Laurie Wolf <include 15 min break w/in agenda)	Board, ACA Leadership, Jeffrey Mizell

• Introduction to Laurie Wolf; Brian Bonham/Jenny Park/Daniel Kanter/Audrey Welsh/Jeffrey Mizell/Ricky Albores/Scott Edwards /Joyce Casey/ME Price/Jen O'Dell/Nicki Bailey/Noel Kegel • Round 2 of the conversation. ○ Goals 1) common language/understanding of what is in a strategic plan; 2) Talk about the DNA and come to a common definition of who we are and how it is different from what we do; 3) Discuss what does community mean to us as both DNA and who we serve. ○ Read Built to Last and Good to Great books on strategic planning. ○ Working group refine documents and note gaps/research needs aiming for a presentation in October.	
May 20, 2023	
Intro, Welcome	Board, ACA Leadership, Mike Lessard
Risk Management audit report – Steve Smith - Great executive summary from Steve. Did a good job of categorizing high priority items and also discussed difficulty of some implementation. - Overall no major concerns but some higher priority issues should be looked at, especially in Tours department which carries of course the most risk. - Board concurred that making sure the high priority issues – i.e. more TL training for specific items like driving with trailers. - This type of analysis had never been done so we were glad it was finished and now we can work on the priority issues.	Board, ACA Leadership, Mike Lessard
ED Update: State of the Org • From transactional to transformative ○ Financial stability is a concern. Our projects have not been good and the deficit is still deep for 2023. Current funding model is very transactional and not as relevant to value propositions. ○ Need to understand what funding levers we can pull. • Priorities for Q3/Q4 ○ Financial and accounting improvements and processes are high priorities: ○ Understanding revenue levers and expense allocation. Discussed as a board that we know this year will be a deficit. We have reserves to cover this year but need to improve forecasting and understand how to turn the ship around. We need to split the difference between fast and cheap and good and slow. Change takes time.	Board, ACA Leadership

The board agreed to look at a reforecast and strategic planning group will also consider financial concerns as we discuss future direction.	
Workshop: Development Growth Strategy - Brainstormed with Jeffrey ideas on how ACA Board could support development initiatives - Hosting fundraisers - Helping spread the word - Using our own functional expertise (i.e. lead tours for donors or share the impact ACA has) - Corporate outreach? - Social events for younger people - Site visits, host rides for donors	Board, ACA Leadership, Jeffrey Mizell
Board Committee Working Sessions - Committee charters – reviewed how we can write up our yearly goals. Committee calendars – would like to keep these up on the common calendar. Having technology problems. - Consider changing fiscal year to calendar year. - Microsoft 365 training – tabled.	Board committees, ACA Leadership
Board Business – entered executive session at 3:32pm Exited at 4:25pm – meeting adjourned.	Exec session Board