



Adventure Cycling Association

Board Meeting Minutes

September 27, 2024 – In Person Meeting

Call to order: 9:05am CST, September 27, 2024. Missoula, MT.

Attendees:

Board - Maria Elena Price (Board Chair); Elizabeth Kiker; Noel Kegel (Treasurer); Ricky Albores (Secretary); Daniel Kanter (Vice Chair); Joyce Casey; Audrey Welsh; Scott Edwards; Flavia Chen, Lael Wilcox, and John McDermott. *Quorum Present.*

Staff - Jennifer O'Dell; Nikki Bailey; Jeffrey Mizell; Maxton Caplanides; Jessica Zephyrs.

Meeting Objectives:

- Inform: Board understands and gains knowledge about the following topics:
 - Annual Plan:
 - What can we celebrate since the last meeting?
 - What are priorities for the rest of the year?
 - What can the board do?
 - External:
 - What / how are other nonprofits doing?
 - What is happening outside of ACA (state of industry: cycling, outdoor, etc.)
 - Strat plan:
 - What was the member response to the strat plan?
 - How will we know if the strat plan is working?
 - How will we sustainably fund our programs?
- Board Actions:
 - Define board norms and how to activate our values
 - Governing dashboard: Come to a common understanding about the role and purpose of the dashboard; confirm agreement to prioritize workstreams and identify board owner(s) to work with staff on next steps
 - Cash management: Confirm board agreement to strat plan funding strategy
 - Board vote to approve distribution from Life Member fund

WELCOME

- Consent Agenda.

- Vice chair needs to be updated for Daniel Kanter.
- Edit motion to approve nomination for board candidate out of executive session.
- D. Kanter motion to approve. N. Kegel second. Approved unanimously.

STAFF REPORT (J. O'Dell)

- Values (Joy, Curiosity, Community, Stewardship, Access)
- Op Principles (Empowering, Respectful, Inclusive, Responsive, Transformational)
- Bike traveler personas
- Programs – how we serve our communities
- 2024 annual plan
 - Accomplishments since May 2024
 - Completed webinars on new strategic plan
 - Member model live
 - Final negotiation with RWGPS for routes on platform
 - Adventure rides Austin with 5 waiting list
 - 49 tours completed
 - 2025 tours schedule released
 - Lael fundraising activity
 - New staff Nick (magazine); Kai; Kim; Michelle
 - Revenue recovery plan
 - Strategic plan is 5 year road map
 - Three year plan
 - Three year pro forma
- **FY24 Annual Plan Progress**
 - Revenue recovery process started in 2022.
 - Expense controls in place first and identified deficit drivers.
 - Deficit drivers completed.
 - Profitability work completed with the new member model launch. Pricing structure analysis included.
 - Program structure to do fundraising. Partially completed, on track.
 - Increasing the general fund work.
 - Adjustments to end of year campaign to maximize member donations.
 - Risk mitigation plans if budget plans aren't achieved. Part of 2025 budget development work.
 - Good information leads to good decisions. (N. Kegel)
 - How to engage board members more (A. Walsh)
 - Why is risk mitigation a "red dot"? (D. Kanter) - Discussion
 - Summary uncompleted work is now part of the 2024-26 strategic plan
- Clarifying difference between accrual and cash – Michelle will explain as we talk budget
- Fundraising report (M. Caplanides)

- Adventure rides workshops (J. Mizell) - Q of how to partner with orgs? (ME Price)
- Completion of TransAm Epic tour (J. Mizell)
- External news scan (J. O'Dell)
 - o Start of a dialogue with board members. Bring your own external news to the meetings.

BREAK (10:05 – 10:15)

BOARD DEVELOPMENT (M.E. Price)

- Goal is to draft norms and rules for board members.
- Active discussion.
- D. Kanter and N. Bailey note takers.
- Next steps – ME and Daniel digest to create a proposed set of norms to discuss and adopt/implement. Can be a conversation partner to reduce potential conflicts.

3yr plan: Outstanding Business

- Ongoing business. Recognize the interconnected of the work, and it is not linear.
- We may be at the point where we can approach corporate givers for program evaluation/pilot data development grant funding. (F. Chen)
- Discussion of the signs we are moving in the right directions. Merchandise profit contributions; tours are self-funding; membership model will flip in 2025.
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LUNCH (12:40-1:32)

FINANCE COMMITTEE REPORT (N. Kegel)

- Intended strategy > Deliberate – happens or not – either unrealized or realized depending on inputs...
- Be adaptable and flexible
- 3 year business plan description (J. O'Dell)
- We reframed this as an investment because we always hoped that cost cutting would allow us to fund the plan, but we realize that isn't possible with the revenue stream as is. (ME)
- Prioritization of fixing annual membership model over life member model.
- N. Kegel moves to approve \$500k consistent with recommendation by the FC. E. Kiker second.
Unanimous approval.

3-YEAR PLAN DASHBOARD METRICS

- The new strategic plan is measuring success differently than legacy plans.
- Operational improvement plan measures included also (eg staff turnover)? Measure 50th Anniversary fundraising/planning? Include measures that we have more control over? (F. Chen)
- Staff turnover thoughts (D. Kanter)
- Dashboard measurements seem to skew to the green range, and this doesn't correlate to the financial situation we just discussed. (E. Kiker)

- Future dashboard measures related to financial measures are missing. (J. McDermott)
- Board measure of participating in ACA offerings. Look at >90% as “red” measure. (J. Casey)
- Put a fundraising measure for 2025. Diversity measures? (S. Edwards)

NEW BUSINESS (D. Kanter)

- Whether we need to rewrite the new member fund and/or reorganize the board managed funds? Maybe FC should do a SWAT analysis over the next 9 months.
- Endowments are difficult to create unless a church or university. (E. Kiker)
- Board’s engagement with fundraising (A. Welsh). Agenda item for next meeting.

PEOPLE AND OPS UPDATE (N. Bailey)

- Q1 and Q2 a lot of turnover. People here are excited and morale is high. Diversity is improved from gender and racial perspectives. Pre-pandemic was no remote workers. We have a 40 percent new staffing. New energy is palpable (Jess).
- D. Kanter move to executive session. A. Welsh seconds. *Unanimous.*

EXECUTIVE SESSION

- Provide shape and positive momentum on revenue generation.

Motion to exit executive session J. Casey. Second ME Price. Motion approved.

Motion to adjourn J. Casey. Second D. Kanter. Motion approved.

Adjourn 5:00pm