

**AAA Governing Board Meeting**  
Sunday, May 1st, 2016  
Alta, UT - Alta Resort Conference Room

Call to order – John S., 0804 hrs

In attendance: Scott Savage, John Stimberis, Aleph Johnston-Bloom, Gene Urie, Mike Schneider, Damian Jackson, Patty Morrison, Jake Hutchinson, Stuart Thompson, Halsted Morris, Nick Armitage, Dallas Glass, Lynne Wolfe, Jaime Musnicki

Proxies: Aleph has Andy D, Scott has Bill Will and Erich P

Guests: Simon Trautman, Knox Williams (by phone)

Skype/call in: Blase Reardon, Maura Longden, Jonathan Shefftz, Ned Bair

Opening remarks: SS = this is last term as Secretary, will not be seeking reelection this fall but will continue to be involved with the AAA going forward. It's been a great learning experience and a true pleasure serving on this board. My "parting words": respect and learn from the past, live in the present, and plan for the future. I think the board collectively respects the past, but we need to live in the present and plan for the future. Please be concise.

Fall 2015 GB Meeting Minutes Approval: **PM motion to approve minutes, HM 2<sup>nd</sup>, motion passes.**

**Executive Director's Report :Jaime Musnicki**

Financial Report Summary/Highlights: about \$18000 shortfall FY 2015 (\$7000 to-date as of meeting). Not sustainable long term but we have about \$50K in "spendable" reserves – will dip into that to accomplish big projects. **Finance committee needs to have deeper discussion about the reserve amount.** SS: is some of the other money dedicated as memorial/endowment fund? JM: Unclear how that should be spent or held. **Finance committee has to consider that as well and report back to board.** There's a lot of room for growth in our financial planning. Approval of FY 2016 budget: JM: Incorporated increase in membership revenue from increased fees. Will discuss those proposals later today. Has some increases in expected revenue from grants and corporate + individual donations – the board will have to work to make this a reality. Larger financial support of ISSW this year than in the past (\$7000 includes in-kind donation). Includes 2 registrations and 2 additional registrations that AAA will use for ISSW scholarships, so effectively we're donating about \$5000 cash to ISSW and getting 2 scholarship registrations. Budget includes Development and Fundraising position (\$21000) – this isn't for sure, but hopefully this position happens. Includes Snowy Torrents publishing money and estimate on revenue. SS: is the education database work considered? JM: Planned \$8400 for website with about \$1900 in not-dedicated funds, \$3000 for CAIC accident database, \$3500 for standard website work. JS: \$50K reserve in addition to \$50K avalanche.org balance is a good goal and we should keep that.

Pay increase for staff discussion: JM brings up \$2400 to \$2700 increase in per-TAR issue. There is no formal contract for LW or Mackenzie and we need to have one in place. The AAA needs to do this with all contractors. Discussion on who on board should oversee contracts. General feeling is it varies with individual contracts, may change with revised committee composition. Discussion about whether we should do a self-audit (out of house, paid 3<sup>rd</sup> party). JM proposed raise from \$2250/month to \$3000/month for ¾ time work. JM has been working for ~\$16/hr and raise would increase to \$20-22/hr. Median ED nationally is over \$100000K, median Wyoming is about \$60000. JM based proposal on \$48K annual rate (full time). Dallas does not feel he should get a raise as pay has been consistent with work load expectations. NA: How many hours per issue? LW: hard to track, doing something nearly every day of the year. ~100hrs computer time/work just before issue, also many untrackable hours soliciting material and editing. LW is a contractor, so her materials and expenses are not paid by AAA. 2010 was last increase, was a per page rate. JM: Mackenzie charges AAA \$45 or 50/hr which is well below market rate, especially for someone with her skills. She goes above and beyond in general, gives us free time. She is the liaison with printers and advises/consults for us, basically at no cost. DG: Blase agrees with comments about Lynne and Mackenzie. DJ: Question about ED wage/expenses from the past. JM: Tough to tell for sure, but Mark got paid more than she did. General discussion about JM raise, broad support for an increase. BR: doesn't feel median ED wage in Wyoming is a good reason, not that similar. But we should use other reasons. Give her a raise for the quality and quantity of work she's going. Broad general support for increasing ED wage to more than she requested; we can't pay her a rate commensurate with her skills and responsibilities, but we should try. SS: For comparison, Friends of Sawtooth Avalanche Center ED gets \$25/hr. SS: **Motion to increase ED wage to \$3250/month for ¾ time work, ST 2nds, motion passes.**

NA: question about Mackenzie's skills and value – what are we getting and does she deserve more money. BR: difficult to tell for sure due to wide range in rates. She does an excellent job and seems very competitive price wise, recommends the increase. PM: **Motion to increase graphic design rate to \$2700/issue. GU 2nds, motion passes.**

BR: feels the LW increase is appropriate. New format does take more time, no increase since 2010. ST: **Moves to increase TAR Editor rate to \$2700/issue, AJB 2nds, motion passes.**

Conditional approval of FY2016 budget: GU: **Motion to approve general projected budget for FY 2016, understanding exact numbers will change. NA motion seconded and passes.**

**General discussion to institute a regular annual performance review process for all staff. Executive Committee to work with JM and DG to determine a review timeframe and process.**

**Revisit Board Strategic Planning session from yesterday:**

Discussion on change to 6 Board meetings/year. Mandatory full day in the fall, 5 other phone meetings over rest of the year. Phone/Skype meetings roughly every 2 months, estimated 1-2 hrs each. What is the expected or required participation? Hope is that the shorter times and lack of travel will encourage participation. **NA moves to change meeting structure to 6 meetings per year with mandatory meeting each fall, JH 2nds, motion passes. JS and JM will work on procedures/protocols for phone/video meetings.**

Term limits: Discussion on term limits. ST argues against it. Broad support for it. How to move to this: start immediately, phase in, start the 3 term limit now? Trautman notes boards he's been on have been 3-5 year term limits. Long discussion about how to implement the term limits. **BR: Motion to implement term limits effective immediately. Immediate term limit is 6 years/ 3 terms in current position. Those who have served 3 consecutive terms in the same position are not eligible for reelection in 2016 with the following exception: current Trustees who have reached the term limit can run for Executive Committee positions without past terms counting. This provision applies to the 2016 election cycle only; beginning in 2018, all Trustees are limited to 3 consecutive terms.** ST: feels Trustees should be allowed to run for different positions, regardless of term limits. PM and GU agree with Stuart's comments. Multiple comments that people can run again for any position after taking 2 years off from being on the board. **NA and AJB second the motion. Motion passes with 3 opposed.**

Restructuring the board: JS: rather than vote on it, form a transitional committee to propose options. LW: notes TAR deadline is Aug 1<sup>st</sup>, would be good to have something about this for that issue. **SS volunteers himself and Erich P to serve on transition committee. Aleph to chair committee. Jake and Damo volunteer to serve on committee. Committee formed with 5 people, will produce options for board to review.**

**AAA Partnerships** - NAC proposal from Simon Trautman. Interest in forming strategic partnership with NAC? Similar missions – can we collectively figure out how to jointly support the avalanche center network? New USFS avalanche center guidelines and policy recently created and accepted. NAC has the structure but doesn't have a mechanism to share technology. Example of Google Map based weather station project, developed at Sawtooth AC and shared for low cost with 4 other centers. Problem is NAC, being USFS, cannot spend more than \$2300 on any individual project without elaborate bidding and contracting process. AAA/NAC partnership could involve AAA providing business support for projects that the NAC would manage and provide manpower. Is the AAA interested? PM: yes, very much so. This is exactly what we want to be doing as an organization. Reference to 2 year goals developed yesterday:

#### 2-Year AAA Goals

1. *Increase revenue*
2. *Follow through (Pro/Rec, SWAG, Snowy Torrents, SAW, Avalanche.org, TAR (minor maintenance))*
3. *Board / Org Function*
4. *Partnerships*
5. *Membership- growing and engaging*

ST: this is how the BTNFAC was initially formed/funded. Trautman: notes that he and Karl B are not supervising the individual centers. This structure was created on purpose to allow Friends groups to easily raise additional funding. JM: question about non-FS centers, how it impacts them. Trautman: he does work for the FS but shares this concern. Has to initially get the FS centers on the same page, create standards, encourage more uniformity. Once this happens, hopefully non-FS centers will adopt these and have conduits to the same technology as FS centers. JS: fits our mission and increases our visibility, very beneficial. Others agree, would be a mutually beneficial arrangement. Trautman and ST: agreement could help strengthen both organizations and prevent problems within the NAC and AAA. **Straw poll shows all are in favor of this agreement.** Details and formalization to be worked out later.

Another partnership: SS: Avalanche Worker Safety, non-profit being formed to promote avalanche worker safety. SS, Ethan Greene, Bill Williamson, possibly a couple Canadian folks. Working with National Near Miss Reporting System staff. First step is professional near-miss database, to be live web platform by ISSW. Long term, can envision being something the AAA takes over. Short term, it wouldn't happen as an AAA project. Would love to have some sort of formal partnership once the non-profit exists. Won't be asking for a lot of financial backing.

**Avalanche.org:** Trautman describes CAA page/portal. Very specific, quality product. Consider this for avalanche.org. SS and Ned Bair: history of avalanche.org, shift from more pro focus to more rec user focus has happened. **Need to finish reconstructing WWAN database, part of our contractual agreement. Should talk to Howie about what the site has become and decide whether we should embrace the shift to more recreational focus and take advantage of it.**

**IT/Tech:** many people doing work for us on different things (Outlaw, Shirley, Bob Hauck, servers, etc). Difficult to manage and mistakes are getting made. How do we deal with our IT needs going forward? Hire a staff member? Single contractor? Continue using several contractors? NB to look at needs and present options for the board to consider. Discussion about contract vs staff? **Ned to look into options. Ned and Jaime to look at Cisco WebEx and other teleconference options (ability to share computer screens, etc).**

**Snowy Torrents project** - Plan for Volume 6, funding options, plan for volumes 5 and 7, discuss ideas, suggestions, and questions from email chain. (JS/SS/BR, 45min) Knox: 4 volumes published, last in 1996 that covered through 1986. Rumors were that Dale had written some of the next volume. Knox contacted Dale, urged follow through, but it didn't happen. Knox was contacted about writing the next volume, agreed to do it. Wanted Dale to collaborate. Attempts to reach him have been unsuccessful. Unsure about financial compensation

desires for Dale. JS: AAA is in full support of the project moving forward, ideally with Dale but it has to happen with or without him. Knox to speak to Dale tomorrow - details on participation, payment, and other things to be worked out after their conversation. HM: should get 1000 copies. JM: agrees on number. Possibly have gally proofs at ISSW to also drive pre-orders if book is not available by ISSW. Also expect to utilize pre-orders to help fund it on the front end. AAA to self-publish, using same printer as SWAG. Possibly have gally proofs at ISSW to also drive pre-orders if book is not available by ISSW. Knox and his team to have latitude to make decisions – AAA will provide support but will not be heavily involved in day-to-day management of the project. Knox to rely on Ethan G, Spencer L, Blase, and Lynne W for help. Timeline: Knox has contacted McKenzie about when she needs a draft; McKenzie to get back to him soon. Knox to get back to AAA on estimated/realistic timeline after finalizing Dale's role and McKenzie's needs. Publication interval: would be nice to switch to full decade instead of mid-decade start date. Will consider making that move towards getting on "even decade" schedule with this project but will depend on time constraints, assistance, etc. Knox to determine what makes the most sense and report back to AAA on the interval issue. Discussion on sponsorship/adds in Snowy Torrents.

#### **Membership: (JM)**

Membership trends: Discussion about Member Affiliate voting rights and membership criteria. Examples of recent Member Affiliate applicants. **AJB and JS and SS to create an option to change bylaws to eliminate Member Affiliate voting privileges and/or reword membership criteria.** Possible limited voting rights. The 5% representation issue will have to be addressed. Professional Member language should be reevaluated at the same time. Evaluate bylaws' subscriber text and all bylaw text that involves the word "Member." JShefftz was asked for input – he didn't see a big problem with eliminating the right to vote for Trustees but does question removing voting rights on Bylaws changes.

Pro membership: Discussion on snowmobile Professional Member applicants. Difficult decision and our criteria are geared to human powered travel. However, general feeling is they should meet the same criteria as human powered guides. Stuart brings new applicants recommended for Professional Status. 67 new member candidates. ST: **Motion to accept all 67 Professional Member applicants brought forward, seconded by Jake, motion passes.**

ST: General comments: We're all looking in the same direction (the AAA is). Education work is great example – it is helping the AAA be accepted by industry segments and they see the AAA as very desirable partner. Concern that the AAA is handicapping the organization with term limits. Need to get more professional (paid) staff to successfully make the big changes ahead.

Re-visiting member dues scheme: Assume 15-20% growth in member numbers (taken from past 2 years) – with no dues increase, will see extra \$12000 in revenue over FY2015. Discussion about options for changing dues structure. General consensus is to leave dues as is until we have more completed projects to show off. Also develop/refine talking points for board members to use for recruiting. Continue presence at SAW events, although new member generation is probably revenue neutral when travel costs are factored in. **Will continue the talking point discussion at the next meeting in 2 months. LW to put insert or some membership drive into the fall TAR.**

#### **Education Committee Updates: Dallas**

Pro/Rec Project Update - timetable and program release/promotion plan:

Rec side: Ed Com last met April 20. New guidelines released in password protected format on AAA website – members allowed access but no public access. Developing a public outreach plan at this point. Many course providers are planning to train their instructors next winter. Anything pre-level 1 will be considered "Avalanche Awareness" – working on developing a basic set of guidelines for these. "Boutique" classes (steep skiing, etc) can create problems because they can be incorrectly viewed as Level 1 classes. Effort to acknowledge and support these events as continuing education events and not as Level 1 courses. Snowmobile education: AAI and AIARE are working on this. The learning outcomes for Level 1 and Level 2 courses are the same as human-powered classes but the presentations and curriculum will be different.

Pro side: several factors have pushed instructor training to 2016-17 season and 2017-18 for full program roll-out. Good attendance at recent instructor training workshop. Good feedback from people intimately familiar with new program and those completely unfamiliar with new program. Biggest general comment is that people want to see what the new courses look like...but we don't want to cause confusion as the new course structure will not be taught in 2016-17.

LW: is Sean doing an article series on the new courses? DG: the industry has expressed that they want to see all Pro side information coming from AAA (Dallas or Jaime). Sean has been working piece-meal on a contract bases to assist with outreach. Need to develop more outreach methods, hearing that people are not getting the message. Evaluating Backcountry and other larger volume publications, AAI, AIARE list serves, other ideas.

Plan for AVPRO 2017: With the new Pro education track, AAA will be "approving" who teaches professional level courses. Creates conflict of interest with running AVPRO. Have spoken with AAI and AIARE about this; they hear from ski areas that they want less guide-centric courses. Leaning towards having other course providers provide this service by running courses at ski area venues. General input is to run AVPRO one more time – the demand is there. Big workload for Dallas and he's personally biased towards not running the course...but he thinks AAA should do AVPRO in 2016-17. Pro instructors: to become an instructor, you will have to go through a Pro course provider.

JH: has loose idea how CI fits into the new structure, but not ready to put the plan out for comment yet. CI status will likely not automatically qualify individuals to teach Pro classes. **DG: important that the board recognizes "selling" this project to the community is everyone's job. You can refer them to Dallas, but do sell it.**

**Publications:** Blase

SWAG revision update: JM – this is moving along. 20 candidates for SWAG Project Coordinator position, interviewed 6, very high quality. Doug Krause was chosen. He'll work with McKenzie, Ethan G, and others to spearhead project. McKenzie has transferred the existing document from MS Publisher to Adobe InDesign. JM says Ethan is very, very smart but McKenzie is a better graphic designer. McKenzie wrote piece for TAR about her TAR design specifics – very detail oriented. Ethan talking to observational standards ad-hoc committee about new platform/design to get input.

TAR: Online format? LW: Discussed it with Blase and is against it. Recognize that comments indicate people would like TAR available online, will reevaluate after getting a bit more familiar with the new format. Selling in selected newsstands and specialty shops? LW: could try that, talk to LW if you have a suggestion about shops/contact info for places to sell it. Would work with printer (JPA) to send directly to printer. Ad sales? JM will continue selling advertising space for now. She is currently getting a commission for these, same arrangement as the last ad sales person. **She will rework the ED job description with the ad sales work to reflect what she is actually doing. TAR deadline August 1 for first 2016-17 issue.**

**SAR News:** NA: working with Dallas to develop the Pro track class. Process is moving along, mainly reformatting issues to finish, hopefully in August. Will be rolled out at same time as other Pro training changes. Accident database plan for 2016/17: AAA contributing \$3000 to CAIC to host and maintain national database. Still need to work out some IT issues with avalanche.org platform. We should be able to discuss moving forward/the future with the CAIC this summer.

**Awards & Memorials:** HM - cutting off award requests on August 1. Bill Williamson may have an award in the works. **Honorary award for \*\*\*\*. HM motion to approve, JH second, motion passes.** Put off additional awards for further discussion at next meeting.

Proposed change to Memorial List requirements:

*The American Victim must meet one of the following criteria to be included on the Memorial List:*

1. *The victim was working in a professional or volunteer capacity performing avalanche hazard mitigation, avalanche research, avalanche education, avalanche forecasting, avalanche rescue work, or guiding in avalanche terrain at the time they were killed.*
2. *The victim was employed as an avalanche professional and was killed in an avalanche while off-duty.*

**GU moves to accept proposed changes to Memorial List as above, PM seconds, motion passes. Someone needs to get these changes published on the website.**

**NA moves to add Rick Oswald, Darren Johnson, Kip Rand, Peter Inglis, and Brian Roust to the Memorial List, GU seconds motion, motion passes.**

**Pro Development Workshop Grants:** JM: Haven't heard exact amount of CIL donation yet, but he thinks it may be less than in the past. Have received 10 or 11 grant requests to date. **This will be a topic at next meeting.** Our contribution to SAW's may be less due to larger support of ISSW and funding picture. Wyoming was a new SAW last year that did not receive funding, also a new MSU public focused event that did receive funding.

**Research Committee** - applications due Sept 1<sup>st</sup>. Follow up on extra Theo funds: \$810 still left over, still no word from Research committee on status.

**Ethics Update:** AJB – nothing to report.

**Fundraising committee:** AJB notes Stuart is now gone, so it's now HM+MF+PM+AJB+GU. MF designated as committee chair. **Need more people to make this happen – it's every Trustee's job to help with this.** NA encourages people to check Google for fundraising training resources.

**Transition committee to fill the role of what may ultimately be the new Governance committee. Executive Committee to fill the role of what may ultimately be the new Partnerships committee. JM gone much of June in AK.**

**Outstanding "Old Business":** nothing noted

**Next meeting:** Doodle poll to determine best option, JM to run that.

**GU moves to adjourn, AJB seconds, motion passes.**

Meeting Adjourned: 1715 hrs