

**Kachemak Nordic Ski Club Board Meeting Minutes**  
**Nov. 5th 2014 6:30pm Cook Inlet Keeper Building**

**ATTENDEES:** Alan Parks, Andrew Peter, Nicky Szarzi, Richard Burton, Kevin Walker, Olympia Piedra

1. Richard moved and Nicky seconded to approve the agenda. All favored.
2. Richard moved and Kevin seconded to approve the minutes from October 1, 2014. All favored.
3. **Admin Report** – Olympia passed around the brochure advertising the ski club that Stacey came up with and Olympia formatted for the annual meeting. She's making 100 copies. She will ask Bob Shavelson about making copies at CIK office and getting reimbursed. She'll email it to the Board for review.
4. **Website Report** - Richard - Olympia has been making changes to the program pages and links on our website. The online registration is being heavily used. On line registration makes it easier to tell how many registrants there are. He wants to keep the old database up-to-date this year to protect against confusion at the end of the year when we are trying to reconcile things. There's a registration for Jr. Nordic online now.
5. **Treasurer's Report** - Richard

5.1 2014/2015 Draft Operational Budget he emailed the Board for this meeting is the same one we discussed at the last meeting except he increased the revenue sharing by \$50 to reflect the actual revenue sharing amount. Anything that will result in a longterm asset that we depreciate is going into the capital budget. Work done will go in the operational budget. Richard hasn't decided which budget to put our ski inventory in yet. Trail construction will be in the capital budget. Nicky moved to approve the operational budget and Kevin seconded it. All approved.

5.2 2014/2015 Draft Capital Budget – Kevin moved to approve the Capital Budget; Nicky seconded. Discussion: Richard suggested we don't call this a budget but call it a Capital Needs List of things that we would like to fund. We could fund it out of surplus and reserve funds if we feel that they are important. Andrew thought this should be a budget rather than a list. All agreed the McNeil building should be on a budget because the grant of \$12,000 won't cover the cost of the project (\$22,000). Richard moved to postpone consideration of the Capital Budget and Kevin seconded.

5.3 2014/2015 Budget Report - Richard – He sent out a year-end summary but half the ski expense (\$2,000) hasn't been paid yet.

**6. Strategic Plan Document** – Nicky reviewed the 2014-2019 Strategic Direction, Process to Implement Strategic and Annual Plans, the Annual Work Plan 2014-2015 More Complex Priorities and Annual Work Plan versions, all of which had been reworked to more user friendly language and/or formats by Nicky, Mike and Stacey.

After discussion and some modification of the proposed deadlines in the annual plan, a motion to approve the Strategic Direction and supporting documents was made by Nicky and seconded by Andrew. All approved. (See below.) Nicky will send the documents to Olympia with changes (after the minutes are approved by the Board).

**7. Annual Meeting** – Alan – Reviewed the Annual Meeting Plan.

**8. Comments from the BOD** - Nicky complimented to Board on all that was accomplished at the meeting. Alan mentioned that Scott Connelly is having difficulty finding a point person to meet with the KNSC representatives regarding the State grant. Alan told Scott the Club wants to have an MOA of how the money will be spent and the timeline for accomplishing the tasks covered by the grant. The Club can't get the money if the Snomads drop the ball. Alan suggested that we do the work and give the Snomads the bill because we want to get on a snowmachine with a GPS this winter. Kevin gave an update on the Lookout building. Need a work party to spread gravel next to the building.

Next Meeting: Dec. 3<sup>rd</sup>, 2014 6:30pm Cook Inlet Keeper Building

## **Kachemak Nordic Ski Club**

### **Envisioned Future**

Professionally groomed, interlocking trail system with increased capacity and usage.

### **Core Purpose**

Promote Nordic Skiing

### **2014-2019 Strategic Direction**

#### Quality trails

Prioritize area trail renovation and development based upon the three area trail plans

- Summer maintenance identified and implemented where needed in order of priority to better prepare trails for winter use
- Signage created and placed on all trails, based on area priority
- Systematically increase the length and connect the trail system
- Snow cat strategy developed that addresses ownership, grooming and maintenance, eg. should we own one, contract for grooming, consider other options?
- Improve access to areas by developing parking and engaging buses for skier transport
- Improve existing trail quality

#### Internal capacity

Less dependence on volunteers by increasing paid staff and contractor use

- Staff: Increase responsibilities of staff and move to having a lead staff or Executive Director position
- Office: determine administration needs and if they warrant securing an office
- Paid coaches and trainers

- Contracted groomers
- Streamline organizational structure eg. consolidate committees

### Partnerships

Maximize external capacity with partners

- Schools: seek ongoing financial support for school usage of trail system
- Land owners agreements: ensure trail access agreements established for existing regularly groomed and proposed trails
- Government: develop strategies to secure sustainable operational support from city and borough and capital funding from the state

### Increase membership (service base)

Engage at least 10% of households in region served

- Survey needs/expectations of members, business sponsors and if feasible the broader community
- Develop a communications plan to increase membership, ie. create a buzz
- Provide daily updates on trail conditions
- Better communication between board and members
- Collect data on program and event effectiveness

### Increase sustainable revenue

Work to increase charitable support

- Create a plan to increase event participation through better promotion of events
- Develop feasibility plans for ski lessons or other ventures that would generate earned revenue
- Maximize event revenue
- Funders: begin to cultivate stronger relationships with private funders
- Chamber of Commerce: promote business value of good trail system
- Increased revenue through review of membership dues with the possibility of raising dues
- Identify and cultivate donors for capital needs
- Develop relationships with other complementary trail users promoting quiet trail usage
- Solicit endowments

# Kachemak Nordic Ski Club

## Process to Implement Strategic and Annual Plans

1. Review, edit and complete the strategic plan
  - A small group of the board review the draft plans and when complete share with the board  
Nicky, Mike and Stacey will edit based on Sept. 22<sup>nd</sup> work session and share by Sept. 29<sup>th</sup>.
  - Board approves the strategic plan at October 1<sup>st</sup> Board Meeting.
2. Annual plan
  - Group reviews the draft annual work plan. (Add detail like: timing to complete tasks, responsibility to complete tasks, measures for tasks.)  
Nicky, Mike and Stacey will edit based on Sept. 22<sup>nd</sup> work session and share by Sept. 29<sup>th</sup>
  - Board reviews and approves the annual plan at October 1<sup>st</sup> Board Meeting
3. Board monitors strategic plan periodically through the year. At regular board meetings Board monitors annual plan progress.
4. In spring of 2015, board reviews annual plan
  - Determine if tasks have been completed
  - Identify outstanding tasks in plan needing to be done
  - Review strategic plan and prioritize 2-3 associated tasks to be completed in 2015-2016
5. In spring of 2016 and onward, repeat process until the plan is complete