

# California Alpine Club Board of Directors Meeting Minutes

Alpine Lodge Saturday, November 18, 2017

Board President Jay Gustafson called the meeting to order at 2:00 PM.

Board Member attendance:

President - Jay Gustafson – Present  
Vice President – Ann Meneguzzi – Present  
Secretary – Dan Larson – Present  
Treasurer – Jeff Grimshaw – Absent  
Registrar – Mark Sapiro – Present  
Past President - Jim Nixon - Present  
Director – Nancy Emerson - Present  
Director – Amy Pertschuk- Present  
Director - Candy Barnhill – Present  
Director - Pete Castelli- Absent  
Director - Tim Warden – Present

Members attending: Per the attached sign in sheet.

Call to establish a quorum: The president ascertained a quorum was present.

Recognition of request to add item(s) to Agenda: None

Approval of Board Minutes from September 23 meeting:

Candy moved to accept the Board Minutes - Approved unanimously.

## **New Members for Board Approval:**

### Reinstatement:

Rick and Margaret Jacobson  
Sponsors: Lynn Ryder and Lynn Garric

### New Members

Graham Crawford  
Sponsors: Donata Mikulik and Jay Gustafson

Marcia and Dale Arrant  
Sponsors: Sandra Chappelle and JoAnne Stone

Mark Buchl  
Sponsors: Stephen High and Mark Cooper

Sean Burau  
Sponsors: Bob Henry and Chris Toran

Kevin Kearney  
Sponsors: Bob Henry and Sandra Chappelle

Sally J. Kiser and David Roberts  
Sponsors: Mary Ann Bernard and Marcia Paulson

Kristine Koran  
Sponsors: Hannah Dunton and Jerry Schweickert

Peggy Naylor and Antonin Guttman  
Sponsors: Dorsey McTaggart and Fred Turner

Stella Perone  
Sponsors: Nancy Emerson and Valerie Hogan

Joyce Rietz  
Sponsors: Marcia Paulson and Sandra Chappelle

Ron Moss  
Sponsors: Stephen High and Kathleen Nemetz

Madeleine Pearce Bretz  
Sponsors: Melanie Facen and Hanz Schilling

Larry Leen  
Sponsors: Donata Mikulik and Bev Leve

Janette Heininger and Cormac Farrell  
Sponsors: Rick Jacobson and Jay Gustafson

Mark moved to accept the new members – Approved unanimously.

**Communication:**

**Oral:** Ann Adams suggested the CAC Board urge the Alpine Lodge Trustees to consider a contractor to assist in our forest and landscape management. Jay responded that he will communicate this concern with the Trustees.

**Officers Reports:**

Ann M. informed the Board the sign up for the Children’s Christmas Party is in danger of being cancelled due to low sign up. Ann also reminded the Board the 2018 FWOC Annual Conference is co-hosted by CAC and the CSPRA. Ann also confirmed she had purchased the October Bay Nature magazines authorized in September.

Mark S. announced that with today’s new members we have 531 memberships including couples and a total of 698 persons.

Jim N. stated he has the names for the Nomination Committee and they will begin work next week.

Nancy E. reviewed the 3 recommendations derived from the 3-page Survey Report and announced she is willing to be the initial Volunteer Coordinator. The 3 recommendations were accepted by the Board by general consensus. A copy of the report is attached.

Amy P. and Tim W. handed out a summary of the Trail Adoption Initiative and stated this outline still has work to be done before a proposal is made.

**Committee Reports:**

Carroll P. provided a series of written comments on Committee Activities by email. A copy is attached.

Bill M. handed out a job description for the CAC Historian position (available on line) and a summary of projects. Member Charlie Mukilic was introduced to Bill as a professional archivist and willing to lead the effort to secure and maintain the club’s records and archives.

Alpine Lodge Report: Wendi O. announced the Lodge is installing 2 new gas fireplaces and an update to the Social Hall fireplace, and 2 new beds. The Lodge has also repaired the kitchen ceiling and is in the County permit process with the Tam Building Restroom repairs. Host Training was just completed and the current handbook includes new forms.

Echo Lodge Report: Cindy T. summarized by phone the report she submitted earlier. A copy of the report is attached.

CAC Foundation Report: No report.

**Current Business:**

1.) Crosswalk: Tim W. stated the County in conjunction with the Park wants to keep pedestrians on the trail on the West side of Panoramic Hwy.

2.) Expanded Parking: Tim announced this may be possible with the South neighbor’s property and we are waiting for Tom to recover for this to progress.

3.) Tree Branch: Tim stated the tree has been topped by PG&E to avoid the power lines. Wendi announced the Trustees are aware of the tree branch issue and it will be taken care of soon.

4.) Logo Wear: Jay G. has received feedback that members want CAC logo wear and also expressed concern about UBI tax issues and the Board discussed options to avoid the issue. Jay plans to explore this issue further.

**New Business:**

1.) PEAK Adventures: Ernie C. announced a lineup of upcoming outings and a pilot program to add Monthly Saturday hikes. Ernie then introduced Jael Young and Tori Weber from PEAK Adventures who explained they have an outing depth of experience and resources to set up outings in addition to our current offerings. These could be offered to our members from their current offerings or they could develop programs exclusively for CAC. They were warmly received and the Board agreed by general consensus for Ernie and Renee to continue discussion with PEAK Adventures.

2.) Innkeeper Program: Jay G. reviewed developing the idea of expanding the Innkeepers program to add additional Innkeepers so we can include additional hike days.

3.) Resolution 12b: Candy requested the Board reduce the CAC Events from 10 to 7 by eliminating 1 Quarterly meeting, either the St. Patrick's Day Dinner or the July 4<sup>th</sup> Party and the Thanksgiving Day Dinner. Approved; 8 Aye, 0 Nay, 1 Absent.

4.) CACF Matching Donation: The Board discussed a series of options to assist the CACF but found the CAC by-laws prohibit the Board from transferring monies from CAC dues to the CACF. By general agreement, the Board wants to help in any way possible to encourage members to donate to the CACF.

**Meeting Adjourned at 4:40 PM.**

**Next Meeting: January 20, 2018 at the Alpine Lodge, 2:00 P.M. with the Membership Meeting preceding it at 1:00 P.M. a New Members Luncheon at 12:00.**

Respectfully submitted,  
Dan Larson  
Board Secretary

CALIFORNIA ALPINE CLUB  
 BOARD OF DIRECTORS MEETING

QUARTERLY MEETING

~~ANNUAL MEETING~~

DATE: Nov 18, 2017

LIST OF ATTENDEES

NAME: BOARD MEMBERS (Please Print)

NAME: CLUB MEMBERS (Please Print)

1	JAY GUSTAFSON	1	<del>BOB</del> Ann Adams
2	Dan Larson	2	ERNE CASTAUX
3	MARK SAPIRO	3	BILL MAYERS
4	Tim WARDEN	4	
5	Ann Meneguzzi	5	
6	Amy Pertschuk	6	
7	Nancy Emerson	7	
8	JIM NIXON	8	
9	Candy Barnhill	9	
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Analysis of CAC Leadership survey on volunteering  
11/14/2017

Background and content of Volunteer Survey

Early in 2017, CA Club president, Jay Gustafson, directed a member of the Board of Directors to focus on volunteer issues and practices to address a perception that it is difficult to engage members to volunteer. In October 2017, using the online survey tool, Survey Monkey, a short survey was delivered to 29 California Alpine Club leaders about volunteers.

The survey included four questions about the respondents, and six questions about current and possible practices around volunteer activity for the Club. A final question asked for any additional comments.

Info about responders

There were responses from 22 of 29 CAC leaders. Only 17 leaders answered beyond the first question.

Membership tenure was represented pretty evenly across 4 defined categories (>20 years, 10-20 years, 5-10 years, <5 years) with a slight edge on the 5-10 years category.

Of the 17 respondents who continued the survey, 53% have held leadership positions less than 5 years and 30% were leaders for 5-10 years. None were leaders for more than 20 years.

When respondents identified their past and present leadership positions (more than one answer could apply), 47% have served on the Board and 41% as lodge trustees. 29% were committee chairs or activity coordinators.

Responses to volunteer questions

Overall, respondents are positive about CAC's efforts to recruit and recognize volunteers. In fact, 65% said that we do a good job in *recognizing volunteers* and 59% said we do a good job *communicating opportunities* and *welcoming volunteers*. Comments referred to current practices of using Trails and on-site recognition of the volunteers, as well as personal invitations to members to take a leadership role or join a group. *Mentoring* was suggested as an improvement to our practices.

Although 59% of CAC leaders reported problems in recruiting volunteers, 41% did not have problems. *Finding members with the appropriate skill and available time* seems to be the main issue with acquiring volunteers for particular roles or activities. It also appears that *some leaders find it easier to "sign up" volunteers* than others.

When asked what impedes recruitment of volunteers, by far the biggest obstacle is *identifying likely volunteers* (71%). Other, much less problematic reasons included *inaccurate data on the roster*, *lack of tool to request participation*, and *inability to get the status of volunteers who have signed up* (18-35%). One respondent selected *transportation*, and that likely applies to Echo Lodge. Comments identified specific instances and attitudes related to volunteers and activities, and highlighted the success with personal contact but also concern for burning out members who are constantly asked.

When asked about tools that could be provided, again 71% of respondents said *identification of potential volunteers*. 53% and 59% agreed that a *specific volunteer webpage* and a *calendar of events* would be helpful. 35% want *phone numbers and/or email addresses*. Two comments stressed *highlighting the Club's volunteer expectation* and commitment. One comment suggested using an *internet app* (application) for coordinating volunteer data.

On the option of having a means to track volunteer activity, 59% of respondents agreed and 41% disagreed. Comments warned against "shaming", and pointed out complications in implementing a tracking system. Two comments suggested that *a self-managed system* would be best.

To recognize the efforts of volunteers, including leaders, a huge majority (82%) favored *publicizing contributions* in Trails and on the website (of course, we do this already!) 47% liked *merchandise rewards* (logo clothing, pins, etc.) and 41% voted for *personal letters or emails*. Other means include *recognition ceremonies* and *credits for lodge nights or activities*.

Respondents were strongly against developing an incentive program for volunteers (82%.) Comments referred to "intrinsic rewards" and the Club's long history of volunteering to support this view, while supporters of incentives suggested *credits for stays or membership fees*.

Finally, seven respondents offered thoughtful closing comments. Several of these again mentioned the responsibilities and joys of being an active member of CAC. Two comments, though, suggested identifying situations where volunteers are lacking and employing a focused approach of gathering *more information about member skills, availability and use of the lodges* to provide better data to the leaders looking for volunteers. Streamlining these steps using online systems was again mentioned.

### Conclusions and recommendations

While the survey shows that CAC doesn't have a big problem in finding volunteers, there is a perception that we don't engage the majority of members. In all volunteer organizations, some members are very active in a few or many aspects of the club, or involved in a more limited way, and some members aren't. New leaders generally find their place through their visibility in activities and contact with current leaders, who see how a specific opportunity matches the member. Systems and data can aid and expand these personal connections, and help members who are reluctant to "put their hand up" by bringing skills, availability and interest to the attention of activity leaders.

According to CAC leaders who responded to this survey, the Club generally does a good job in recruiting and recognizing volunteers. Most activities proceed with sufficient volunteers, although sometimes the leader must search out friends or members who have volunteered in the past. Certain activities are more problematic than others, due to skills needed or timing.

CAC has the basic tools for managing a volunteer program, with the membership roster data, website, calendar of events, Trails and e-blasts. All of these components are used currently, to varying degrees of success. A few enhancements to this set of tools would improve the robustness and usefulness of the system. While there is split sentiment for tracking volunteers, a web-based tool could improve our ability to understand, locate and recognize current volunteers AND subtly provide an incentive to members who aren't active. Making this tool available to members to self-maintain would reduce overhead for Club administration, keeping

in mind that, while younger members will be comfortable with this method, older members may not, so alternatives will be needed.

Pulling all upcoming volunteer needs into a single location that is visible to all members, combined with notifications of new or open opportunities, should better publicize the needs and then enlarge the field of potential and actual volunteers. Additional tools to show leaders the status of volunteer recruitment and to send thank-you notes would help the leaders with their responsibilities.

There is little appetite from leadership for developing incentives for volunteering. However, logo merchandise or credits for stays at the lodges, and possibly discounts for participation in certain activities, could be used as rewards for "super volunteers." Our practices of recognizing volunteers in print and at meetings can be enhanced with special columns ("Heroes", "Volunteer of the Month", photos, etc.) in Trails, on the website or in e-blasts.

Recognizing that current leaders are in the best position to identify and mentor members who can step into leadership roles, we need to each take that responsibility. Where we have gaps in filling open positions, we need to make it a priority to define specific actions to fill those positions.

#### Recommended actions

1. Create the role of Volunteer Coordinator, who has the responsibility and authority to propose and implement the tools and processes to improve the information and actions of volunteer recruitment and recognition. To begin, use an interim process to collect the names, dates and functions of volunteers from activity leaders to create a cumulative file of needs, volunteers and gaps that can be used for future decisions.
2. Charge the Volunteer Coordinator to develop and populate tools:
  - a.) A page on the CAC website to record and manage volunteer opportunities,
  - b.) A webpage to collect member information that can be used to record volunteer (and potentially other) activity,
  - c.) Methods for notifying members and leaders of activity, and
  - d.) Methods to update skills and interests in our roster.
3. Use the Volunteer Coordinator as a resource for activity leaders; for example, the Coordinator could search the roster for candidates, providing customized lists to activity leaders. In addition, the Coordinator could advise the leader of other tools, such as e-blast requests or "best practices" gathered from past leaders.

**To: CAC BoD**

**From: Carroll Pearson**

**Comments on Committee Activities**

**Finance Committee** – Note has been sent to the committee asking about any need for CAC dues increase. I will send an update, if I get responses by Saturday. Finance reports are now on the website.

**Social Committee** – Candy will report.

**Website Committee** – Margy will report. We continue to get new users and have very few issues with being able to access the website. Total is 412 as of 11/15/17.

**Publications** – Helena Troy, Susan Patrick, and I continue to act as the Pubs Committee. We have editors scheduled for the 2018 issues. From that group of editors, including several new people, we will try at the end of the year to encourage someone to take on the Publication Chair responsibilities. Again, we urge people to get their articles in by the 5<sup>th</sup> of the prior month. If you expect changes to the article later in the month, let the editor know. Thanks to all who are pitching in to make our newsletter an interesting and informative publication.

Carroll



ECHO SUMMIT LODGE REPORT  
CAC BOARD OF DIRECTORS' MEETING – NOVEMBER 18, 2017

- New carpet for the Great Room, Stairs, Hallways, Entry Vestibule: The new carpeting was installed by Sierra Flooring early this week on Nov 13-14 in 2 very long days of hard work and looks very fine indeed! We hope you will all visit Echo Lodge and see it for yourself. What an improvement! The carpet in the great room, stairs, and hallway is top quality wool with a special indoor-outdoor carpet in the entryway. The final cost was as estimated, \$15,010. Some hard working members moved all the furniture out of the great room and we are coordinating moving it back in place.
- There are no other major projects budgeted for this fiscal year. Smaller projects included a new stainless steel table and shelving for the right-hand side of the kitchen stove (completed) and replacement of some double-paned windows.
- Fall Host Training, November 3-5. Trustees Cindy Toran and Nick Gregoratos hosted and trained 20 members. Article is published in Dec-Jan Trails.
- All Winter weekends are filled. We have hosts for Thanksgiving and Christmas but there have been very few sign-ups so far.
- The next Echo Trustee Meeting will be Wednesday, January 10, 2018, 5 pm, by teleconference.