

3/13/2021

**Friends of the Cumbres & Toltec Scenic Railroad
Board of Directors Virtual Meeting Minutes**

Call to Order: Meeting was called to order at 9:30 AM MDT by Don Stewart, Chairman

Present: Don Stewart, Chairman; Tim Tennant, President and CEO; Caroline Tower, Vice Chair, Development Committee Chair; Bill Lock Founder; Warren Smalley, Secretary; Ed Beaudette; Greg Coit, Membership Chair; John Eng, Project Committee Chair; Jim Herron, Chair, Nominating Committee; Scott Hardy; Wayne Huddleston; Ian Kelly, John Ferrell, Interpretation Chair; Dan Pyzel, Collection Committee Chair. Absent: Bob Ross, Chairman Emeritus.

Minutes: Warren Smalley, Secretary.

M/S Tower/Beaudette to approve the October BOD Minutes, and November, December, January & February EC Committee Meeting Minutes (U).

President's Report: Tim Tennant, President and CEO:

Commission/Railroad items:

- It appears that the railroad will open on Saturday, May 29th (Memorial Day) 2021 at 50% occupancy. This will help profitability which is vital.
- Eric Mason, Interim CEO, made the following announcements. Marvin Casias named as Superintendent of Railroad Operations, reporting to Eric Mason. Marvin has been with the railroad for 43 years and has an excellent understanding of the tracks, equipment and nuances of operating on these 64 miles of track. The following departments reporting directly to Marvin in this role: Track and rail teams, Fire Patrol scheduling, route configuration, Dispatch, DSLE and Safety. Also, we're excited to announce Stathi Pappas will become the C&TS's Chief Mechanical Officer (CMO) reporting to Marvin Casias. Stathi brings a wealth of knowledge and experience to the Railroad and will support the maintenance, upkeep, restoration of the fleet's equipment. In addition, he will be working on restoring and bringing ancient railroad artifacts to life to allow the public to enjoy the rich heritage of the C&TS. The following departments will report to Stathi: Shop operations, Management, Repair, Routine Maintenance, Restoration and Preservation, Restoration Master Craftsmen.

- The next RR Commission Meeting will be Saturday, May 8th in Chama at the Village Hall. This will be the first face to face meeting since February 2020 held in Antonito. The HPCC Meeting will take place on Friday, May 7th. This is Dan Love's last meeting as his term as a Colorado Commissioner expires on June 30th.

Friends Items:

- Our summer BOD Meeting will take place on Saturday June 19th in either Chama or Antonito. WE need to keep wi-fi capabilities in mind in case of another hybrid meeting as to whether it would be in Chama or Antonito. A member outing would consist of a train ride and dinner in the pavilion at Cumbres on Friday, June 18th.
- Next up is our annual **Moonlight and Wine Tasting Train** on Friday July 23rd, from Chama to Osier and return as in the past. If the 50% mandate is still in effect, we will have 100 seats to sell meaning we can be profitable selling those out. Our usual caterer will not be available so alternative arrangements for the food service will have to be arranged.
- **Loco 168 Fall Color Charter** from Antonito to Osier and return. This train will feature the historic passenger equipment with photo run-bys plus lunch at Osier.
- We have entered into an agreement with Simply Design at a cost of \$549 per month for the next 12 months to drive traffic to our website by working on search engine optimization, locating and establishing backlinks from relevant websites and directories, improve initial domain authority, fixing crawl errors. This is a wise investment to help drive people to our website and the organization as well as stabilizing the old site so we don't lose any content.
- Ian Kelly has reviewed 8mm and 16mm films movies and other tapes we sent to him in an effort to digitize our overall archival collection. Many thanks to Ian for his efforts and his interim report.
- Recent gifts include \$1,000 unrestricted matching gift from Linda Schafer, a Norfolk Southern employee, William and Carolyn Brune \$1,000 unrestricted gift through Phillips 66 and \$2,000 from Ed and Judith Arbuckle as an unrestricted donation. We thank these members for their generosity.
- We still have the matter of the DRGW 9228 high sided gondola that Jason Midyette has made available. The gon is in Como and he is willing to sell the car at a very reasonable price. He did not give us any numbers and the item is open for discussion if there is any interest. We're also waiting for a response from him on whether the trucks and hardware are available.

Financials:

2020-year end

- We ended 2020 in relatively good shape financially. Support and Revenue were \$186,606 under budget due to two PNGPF mailings that were not sent due to the pandemic plus the commissions' historical preservation grant did not come through since the railroad needed to preserve cash in every way possible.
- On the expense side we ended the year \$84,839 favorable vs. budget. There were far less work sessions, materials that were not needed, food costs were down and we did not run a planned photo charter or Moonlight train.
- We ended the year with a loss of \$89,803. Unrestricted cash amounts to \$293,913 plus the Board designated \$250,000. Total cash stood at \$966,709 compared to total cash of \$1,107,503 on December 31st, 2019; a reduction of \$140,794. For everything the organization endured in 2020, this is impressive.

February 28th, 2021 Financials

- Support and Revenue is solid although a bit off from last year. Expenses early in the year are usually flat, and this year is exceptionally lower than last year at \$72,299 vs. \$100,540. Through February we are \$12,939 in the black!
- SORFA net assets at the end of February is \$319,252. As you recall we did not send out either PNGPF solicitations this year. We will be sending two out this year as several accounts need funding. By comparison SORFA ending net assets in February 2020 were \$386,910 which illustrates the impact of not doing solicitations.
- Our cash balance report shows that we have \$320,246 in unrestricted funds which compares to \$356,726 for February 2020. Again, given what the organizations been through last year this amount of unrestricted cash is incredibly positive.
- Compared to other organizations and businesses we are extremely fortunate to be weathering the storm. It appears there may be light at the end of the tunnel and some normalcy in the near future.

Development Report: Caroline Tower, Chair

- In spite of there being no PNGPF mailings last year we still received \$70,000 in contributions. There is a total of \$1.5 million in donations to PNGPF over the years.

Interpretation Committee Report: John Ferrell, Chair

- The signage at Cumbres Pass is being finalized
- Walking tours of the Chama yard will piggy back on the railroad's app which is cell phone GPS based and automatically shows the information about various sites where you are walking.
- Donor Boards are being refurbished.
- No progress on the cinema car because of Covid.

Collections Committee Report: Dan Pyzel, Chair

- Re: Use of a tank car to supply oil for the oil-fired locomotive. There has been a request to use one of the restored tank cars for this purpose. Dan noted that there are two tank cars without appliances in the 'valley' which might possibly be put on flat cars for this purpose rather than use one of the restored ones. Other ideas such as using highway tank trucks or a standard gauge car were discussed.

Projects Committee Report: John Eng's Chair

- 2021 schedule and planning: We are still working on finalizing some aspects of this, especially regarding our role participating with the railroad on the 50th anniversary events. The transportation costs of bringing other historical engines to the C&TSRR is a factor.
- Project 1364 is still a viable project; F1 and F2 are major parts of that. We will need about twice the usual number of volunteers to support this.
- Questions still remain like what will the Friends organization be able to provide other than Docents, personnel for yard tours etc. and how can we gain membership from these efforts?
- For years and years sessions E & F have been back-to-back. Do we keep the schedule as it has been i.e., the last week of July, first week of August, or do both in July and none in August, or split the sessions?
- The master plan for Cumbres: Cumbres is the only location on the railroad where the public has access to all the structures, facilities etc.
- Are any members of the Board of Directors available for site leader positions? John will send a list of the responsibilities, but the biggest question is where do the resources come from?
- Brad Lounsberry is back as the safety officer and is developing a combined safety manual applicable to both the railroad and the Friends.
- Section R-8 of the work session registration includes the safety manual and sections have been added to address OP and Crane operations.
- The project committee is working to interface with the railroad, integrating work on Cumbres Pass, installing interior paneling and flooring on the car inspector's house, and the storage unit in Chama on the Friends property.
- The R-2 registration form will be posted this week.
- No schedule for the Iron Horse Celebration has yet been set for August. We're waiting on the railroad. As mentioned earlier there are transportation expenses to be resolved. It's possible sessions F-1 and F-2 may be extended a week into September.

Executive Session: M/S Lock/Pyzel to go into Executive Session at 12:00 PM (U).

M/S Lock/Herron to Exit Executive Session at 12:30PM.(U).

Directors serve for staggered two-year terms. This provides for continuity and succession. The two groups have gotten out of balance in recent years due to deaths and retirements. This has resulted in only having four directors in the 2020-2022 group and nine in the 2019-2021 group. To remedy this, four directors have agreed to stand for one-year terms to even the groups out.

M/S Lock/Herron to accept the recommendation of the Nominating Committee to re-elect the 9 continuing directors and Jim Herron to contact two additional candidates to run as board members. (U).

Directors submitted for two-year terms are: Jim Herron, Bill Lock, dan Pyzel, John Ferrell, and Ian Kelley. Four directors standing for a one-year term are Greg Coit, John Engs, Wayne Huddleston, and Caroline Tower. The two new candidates will stand for two-year terms.

Membership Committee Report: Greg Coit: Chair

Sidney Clough from Launch marketing gave us an update on the Membership Enhancement Initiative. She went through audio-visual presentation of the plan. This was followed by a discussion of the metrics, methods, interactions, and techniques to measuring success. This will require the expenditure of up to \$15,000 to implement the ‘parlor car level’.

M/S Lock/Pyzel to accept the ‘Parlor Car Level’ and give Tim Tennant the authority to finalize up to \$15,000 in additional expense. (U).

M/S Tower/Smalley to adjourn at 1:15PM (U).

Respectfully submitted,

Warren D. Smalley, secretary