

Friends of the Cumbres and Toltec Scenic Railroad
Board of Directors Meeting – Chama Village Chambers

June 19, 2021

Call to Order: Meeting was called to order at 8:32 AM MDT by Don Stewart, Chairman

Present: Don Stewart, Chairman; Tim Tennant, President and CEO; Bill Lock, Founder; Greg Coit, Membership Chair; John Engs, Project Committee Chair; Dan Pyzel, Collection Committee Chair; John Ferrell, Interpretation Committee Chair; Ed Beaudette, Scott Hardy; Bill Kepner, Ian Kelly, and Tom Stewart. On speaker phone: Jim Herron, Nominating Committee Chair; and Wayne Huddleston, Also attending Dave Ferro, Armando Sanchez.

Minutes: Bill Kepner, Secretary

M/S Pyzel/Coit to approve the minutes for March BOD Minutes, and April 15, May 6, and May 20 ED Committee Meeting Minutes (U).

Results of 2021 Board election:

John Engs	1-year	914 votes
Caroline Tower	1-year	906 votes
Greg Coit	1-year	909 votes
Wayne Huddleston	1-year	913 votes
Jim Herron	2-year	913 votes
Bill Lock	2-year	909 votes
Dan Pyzel	2-year	914 votes
John Ferrell	2-year	908 votes
Ian Kelly	2-year	910 votes
Bill Kepner	2-year	919 votes
Tom Stewart	2-year	912 votes

John Bush received 1 write-in vote.

Certified on June 14, 2021

Remarks by Chair:

Election of Officers:

Chair – Stewart
President & CEO – Tennant
Vice Chair – Tower
Secretary – Kepner
Assistant Secretary – Lock

Assistant Treasurers – Lock, Pyzel

Appointment of Executive Committee:

Chair – Stewart
Vice Chair – Tower (Development)
Secretary-Kepner
Ferrell (Chair, Interpretation)
Engs (Chair, projects committee)
Lock, Founder
Ex-officio, non-voting – Tennant

M/S Election of Officers Lock/Hardy (U)

M/S Appointing of EC Lock/Stewart (U)

Committees:

- Development-Tower
- Membership-Coit
- Finance-Lock
- Interpretation-Ferrell
- Projects-Engs
- Nominating-Herron

M/S Lock/Beudette Motion carried (U).

Discussion: Need for Technical committee? Tom Stewart would support Communications Coordinator, whether that be a volunteer or staff position.? Involvement with FIDO? Should a board committee be a guidance or support function? Or both? Committee should provide recommendations on how to implement, and strategic, not necessarily implementation.

Are current committees viable? Do we need to change structure? Do committees need more than one person? Should we have more outside (the board) involvement? How do we find more resources? Does Development Committee need additional members? Planning to send out requests for help to membership for committee members.

Tabling action on additional committees until New business.

President's Report

As previously distributed. Highlights: Dan Love retired in May as Colorado commissioner. Scott Gibbs was appointed to replace Dan effective July 1. And with Eric Mason leaving as Interim CEO, Scott will take over that position without compensation until November. Bill Lock commented that Colorado's commissioners have term limits, New Mexico's do not. Commission is interviewing for a assistant CEO.

- Opening Days (May 29 in Antonito, June 5 in Chama), Tim was in Chama, Bill Lock was in both Antonito and Chama. It was reported that the festivities went well.

- Outstanding gifts - Richard Lind, \$20K, see report for others.
- D&RG 168 charter (September 25) is completely filled up. There will be a need for Wranglers; the railroad has found that by having Wranglers (AKA "car hosts") that can assist in helping passengers back on the train greatly improves the efficiency of photo stops.
- Moonlight train – There will be 140 seats available. At the time of the board meeting, 40 reservations were confirmed. Note: as of July 1, New Mexico is completely open, so covid restrictions won't affect the train capacity.
- MailChimp; the paid version is now in use. Distribution list issues resolved, exported from Salesforce.
- Fall Board meeting in ABQ at Marriott, over the October Halloween weekend.
- There was a discussion of train June 18 ride, Chama to Cumbres for the member's BBQ/Annual Meeting. To be able talk and see other people was a huge interaction and points out how much this is important to our organization.

Membership Enhancement - Greg Coit

Increased number of current members in past month, 2122 to 2144. Possible online membership meeting during 50th year anniversary. It is likely we will continue Zoom membership meetings to connect remote members. How many attendees ? A low of 44 to high of 95. Using Zoom-like technology to expand our membership reach, likely to survive pandemic. Possible quarterly meetings and posted on website.

Audit Report

Audit Results: Armando Sanchez CPA, principal results of SJT Group: 2020 audit See PowerPoint handout for Auditor's comments and Financial Statement for details. Overall:

- Audit went extremely well.
- No adjustments – no errors in financial statement.
- No red flags No small errors.
- No material weaknesses
- No significant deficiencies
- Accounting staff in good position
- Clean opinion

Tim will send out notes on Financial report when he returns to ABQ. Tim will look into CyberSecurity insurance as recommended by the auditors.

Resolution to thank staff for successful audit: **M/S Lock/Coit (U)**

Additional Gifts:

PNGPF, after sending out report:

- Caroline Tower \$5000

- Marvin McCumb \$4000

Financial Report

Report in packet, as of May 31, 2021

Doing well financially, weathered storm last year, specifically:

- Support and Revenue: \$272,231, almost identical as last year.
- Donations: down by \$15K from forecast, but
- PNGPF: \$38,032 over; Membership has responded to letters
- Expenses: Spending was down in 2020, \$188,395 This year: \$200,569
- Membership expense, over budget: Launch contract moved from Contractor Services
- Mailings budget a little over, some is timing,
- Profit \$58,252
- \$330,820 in assets
- Unrestricted cash balance \$353,548 vs \$362,000 last year. Over \$1M in liquid assets.

Master Calendar for 2022:

Proposals for 2022:

- Moonlight Train: July 8
- Spring Board Meeting: March 19
- Work Sessions:
 - A: 5/23 to 5/27
 - B: 5/30 to 6/5
 - C: 6/20 to
- Annual Meeting: June 24
- Summer board meeting :June 25
 - D: 6/27-24
 - E: 8/1 to 8/5
 - F: 8/8 to 8/12
 - G: 9/26 to 9/30
- Projects Committee Meeting: October 28
- Fall Banquet: October 28
- Fall Board Meeting: October 29

There was a long discussion about scheduling work sessions in July. This has always been the busiest time for for the railroad, as families typically like to take vacations after students are out of school. When volunteers stay in local motels, those rooms aren't available for potential paying riders, So we should try to avoid scheduling work sessions then. However as pointed out, we also have families wanting to volunteer during this same time, for the same reasons. So we should discuss at a future time how we can accomodate both. The Projects Committee will look at Special Family Session in July 2023.

[Secretary Note] Not discussed was the long lead times needed for scheduling work sessions. The

Projects Committee wants to be able to recruit future team leaders a year in advance, so that those individuals have the opportunity to develop a project plan while on site. Therefore after the board meeting, it was decided to revert back to the previous work session dates.

M/S Pyzel/Kelly (U)

Collections – Dan Pyzel

Would like to have more people. What should the collection should consist of ?

Currently purchasing 2 tank cars; one is an original Gramps car in Sanford, with one had cutoff tank, price \$1500. Done deal. The second in Lasauers, only a tank from a /narrow frame car, price \$3000. Still in progress.

Development – Tim Tennant for Caroline Tower

PNGPF Report distributed in packet.

From Inception to May 31, 2021.

Received: \$1,593,475

Current year: January 1, 2021 thru May 31, 2021

Received: \$96,284

Interpretation – John Ferrell

- **Mobile App:** progressing, wrapping up Chama, Osier or Sublette next. In collaboration with railroad. Vendor of app bought by Italian company; experiencing support issues. Hope to have ready by August celebration.
- **Signs:** Next year - Location is rocky, may need auger to install.
- **Suggestion to develop YouTube tour** of railroad sites.
- **Movie Car** exhibit proposal: Need a car to get started.

Projects – John Engs

- **Work Session Attendance:** 72 in C Session/ Unofficial D Count is 75.
- **Tourist Sleeper 470** – Hot bearings saga is preventing the use of the car in scheduled operations. Next outing will validate that problem was solved. Another outing will verify that car integrates well with other historic cars. Cushions will be available for rent/buy. Passed out brochure produced by Chris James. It was discovered that both sets of lights were damaged in transit, even though one set had been shipped to John Engs' residence, and the other set was shipped directly to the Antonito CRF. We are working with the vendor to remedy this problem.
- **Project 1364 (August)** – Support for Celebration. Report handed out showing number of needed volunteers, Tour Guides and Wranglers. Flexibility will be needed by all. Don Atkinson prepared a detailed schedule of events. Short descriptions of those pieces of

equipment will be prepared for tour guides. Logistics for displayed equipment to be worked out with railroad. Tour booth will provide information and sell water and possibly other merchandise. Invite area railroad organizations to observe events. Restoration projects will be active; Team Leaders (or Team) won't normally interact with tours. Potential Wranglers will be on the train for the benefit of the paying riders and shouldn't expect to get a railfan photo line experience. Membership Committee should provide input for wording to describe position requirements and keep positive.

- **Master Plan for Cumbres** – historic plan emphasis for by public. Historic, operational, administrative. Goal is to figure out priorities, logistics, for instance establish how to design use the interior of buildings.

Executive Session

- **Chama Shelter:** A member has offered \$50K donation if a matching amount is found to initiate the proposed car storage shelter construction in Chama immediately. While this is a very positive offer, there is a concern how we facilitate this funding initiative without diluting the PNGPF program already underway.
- Project has been defined in phases. This includes the leveling of site, installation of track, construction of building; John Matthews has created work plan for project and has cost estimates, Phase 1 would cost \$400K but would provide immediate benefit.. Some track materials have been acquired and are on site. If nothing changes, its going to take at least 3 years to get started. Ask railroad for commitment, should Friends be able to raise the initial funding. Understand how paying attention to this would impact PNGPF.
- No decision was made but the feeling was that this was a very positive opportunity and we should find a way to make it work. This needs to be addressed ASAP.

Railroad Status Report

- Had expected modest year, Ridership currently appears to be better than 2019, the hope that it stays up, but doesn't falter given challenges in the economy.

CRM Proposal

Note the "CRM" is our internal name, not an acronym for Colorado Railroad Museum.

- We currently have homegrown software to manage volunteer activities. Worksession signup, payments, etc. Proposal is to migrate these functions into Salesforce using a contracted party. The Friends do not have the expertise to do this. Salesforce appears to now have the core functionality to allow this new usage. Benefits are that don't rely on volunteer support (which is a single person), and will reduce the office staff workload as often information has to be entered into the system twice. Rough cost would be \$15K initial conversion, with \$1500/year support cost. Seven hours at \$175 provides initial design for \$1300.
- Using Salesforce is known by the office staff; some tasks are handled by SF and exported to FIDO.
- A second organization may provide a second bid, and has some previous experience working with our office staff. Should we move forward? Our initial assessment is that there

would be no historic project data transferred as no there is no cost estimate to do so.

- No budget currently exists for this proposal. Tim mentioned that his job (and his compensation is dependent) is to ensure we are financially disciplined and we should not spend money that was not budgeted. So in order to pursue this initiative, the board needs to first find the money and modify the budget.
- There is a desire by our staff to work in phases, but this may conflict with the contractor proposals.

M/S Lock/Pyzel motion to allow EC to make decision – authorize Scott to discuss and pay \$1300 for initial design.

Web site

- Need to update website and upload videos/images. Ian to talk to website designer with Tim and Katharina after he returns home.
- Need for process to vet website/social media uploads

Technology Committee

- Tom and committee to first propose mission before officially forming new committee.

Launch Update

- They will look at ridership, gather data, target media.
- Recruiting videos and website updates

Brochures

- Greg looking at brochures Chris James developed for 50th Anniversary
- Planning to print 2000 (count) Docent Brochures, these are the Iwo Jima version that features the photo of volunteers hoisting 483's headlight to its mounting location. We will also print 500 "Bucket List"/ volunteer story/personal experience brochures.

M/S Stewart/Lock to adjourn at 2:15 PM MDT

Bill Kepner, Secretary

