



MINUTES for Regular Board of Directors Meeting April 16 & 17, 2019

Meeting Logistics:

04/16/2019 6:00a Mountain Time &

04/17/2019 6:00a Mountain Time

Location:

Raleigh, NC

ANTI-TRUST STATEMENT

It is the policy of the Association for Challenge Course Technology, and it is the responsibility of every Association member company, to comply in all respects with federal and state antitrust laws. No activity or discussion at any Association meeting or other function may be engaged in for the purpose of bringing about any understanding or agreement among members to:

- (a) raise, lower, or stabilize prices;
- (b) regulate production;
- (c) allocate markets;
- (d) encourage boycotts;
- (e) foster unfair trade practices;
- (f) assist monopolization, or
- (g) in any way violate federal or State antitrust laws.

Any questions regarding the meaning or applicability of this policy, as well as any concerns regarding activities or discussions at Association meetings, should be promptly brought to the attention of the Association Executive Director or the Chair of the Board of Directors.

ATTENDEES

Presiding Officer:

- Bahman Azarm – **Vice Chair**
- Ben Kopp - **Chair**

Board Member Attendees:

- Shawn Tierney – **Executive Director**
- Paul Cummings - **Member**
- Rohan Shahani – **Member**
- Carson Rivers – **Treasurer**
- Cameron Annas - **Member**
- Mandy Stewart – **Secretary**

Additional Attendees:

None

Quorum?

- Yes
- No



PROCEEDINGS – STANDING ITEMS

Meeting called to order Tuesday, 16 April 2019 at 6:05 AM Mountain Time by Bahman Azarm.

Approval of Agenda

Motion:	Review and approve the meeting agenda
Made by:	Rohan
Seconded by:	Carson
Discussion:	None
Vote:	In Favor – n/a Opposed – 0 Abstaining – 0
Motion Carries:	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No

Approval of Minutes

Meeting and Date of Minutes:

- Regular Board of Directors Meeting (phone), 20 Mar 2019
- Special Board of Directors Meeting (phone), 26 Mar 2019

Motion:	Approve previous minutes for meetings held 20 Mar 2019
Made by:	Paul
Seconded by:	Carson
Discussion:	Discussion about general construct of Robert's Rules of Order and application to Board Meetings. Rohan to distribute Robert's rules "cheat sheet" to the BoD.
Vote:	In Favor – n/a Opposed – 0 Abstaining – 0
Motion Carries:	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No

Motion:	Approve previous minutes for meetings held 26 Mar 2019
Made by:	Cameron
Seconded by:	Carson
Discussion:	None
Vote:	In Favor – n/a Opposed – 0 Abstaining – 0
Motion Carries:	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No



REGULAR BUSINESS

Executive Director Update (Shawn)

- Shawn has placed his ED report into the BoD meeting folder on Drive for review [2019-04-08 *REPORTED to BOD*].
- MMA set up with \$225k; discussion about how to best diversify and protect Association funds while not in active bank account. Finance Committee currently recommends staying in simple cash investments for now; will construct a different recommended plan as needed.
- Budget considerations for later discussion on FY20 including ACCT employee insurance and strategic planning.
- Member dues increase, needs BoD approval. Shawn proposes a small increase.

Motion:	Add a new agenda item to the previously approved agenda.: Discussion of Association needs and protocols in response to incidents.
Made by:	Mandy
Seconded by:	Rohan
Discussion:	None
Vote:	In Favor – n/a Opposed – 0 Abstaining - 0
Motion Carries:	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No

- Face to Face meeting needs and requests are growing.
 - Shawn to draft policy for face to face meetings.

Standards Release Update (Shawn)

- Standards release delayed by appeal filed 09 April by Mike Barker (with no specific issue raised). Deadline for conveying issue is 09 May. Release should be delayed by a couple months at the most, should be released by June.

Asset Purchase Proposal – Regulatory Map (Shawn)

- Near transfer. Should be concluded in the next couple of weeks.

Event Director Duties (Shawn)

- Coverage while on leave
- John V. working part time until he moves to CO. Will be assuming some conference related duties in Melissa's absence. The Conference Work group is prepped to meet needs.



Employee Health Plan (Shawn)

- Quotes have been received from Kaiser, Humana, Paychex.
- Approximately \$35,000 for 100% if all current employees participate.
- Cameron encourages getting an agent to advise Shawn/the Association employees on details.
- Will be put forward as part of the FY20 budget discussion in future meetings.

CURRENT BUSINESS

Open BoD Position (Bahman)

- Decide during this meeting whether or not to fill space
- ID based on FY20 priorities
- Revisit topic later once there is more clarity on upcoming goals
- *(continued below)*

REGULAR BUSINESS

Monthly Financials (Shawn)

- Shawn has placed the draft March financials into the BoD meeting folder on Drive for review [2019-03-31 REPORT March Financials DRAFT].
- Should finish this year with \$150k in net income. Very close to hitting the \$500k savings goal.

Staff Reports & Updates (Shawn)

- Events Director
 - Report is in BoD Drive folder [2019-04-03 REPORT to BoD - Events Director]
- Policy Director
 - Report is in BoD Drive folder [2019-04-09 REPORT to BoD - Policy Director]
 - Need additional strategic planning to maximize this role's potential
- Program Manager
 - Report is in BoD Drive folder [2019-04-09 REPORT to BoD – Program Manager & Business Manager]
- Business Manager
 - See above.
 - Need to address QC on Association's written messaging.

Committee Reports (Bahman)

- Accreditation & Certification (Mandy)
 - Verbal overview
 - Written report is in BoD Drive folder [2019-04-14 REPORT ACC to BoD Q1]
- Ethics (Paul)
 - Verbal overview
 - Written report is in BoD Drive folder [2019-04-15 REPORT Ethics to BoD Q1]
- Standards Development (Rohan)
 - Verbal overview



- Written report is in BoD Drive folder [2019-04-15 REPORT SDC to BOD Q1]
- Nominations & Leadership (Bahman)
 - Verbal report: Gary Cwidak has assumed the Chair role. He is excited and digging in.

****Break for Lunch 10:00a – 11:00a Mountain****

- Finance (Carson)
 - Report is in BoD Drive folder [2019-04-16 REPORT International to BoD Q1]
 - BoD needs to approve or give feedback on revised ToR
 - Committee requests answers to questions re: Operation Accreditation
 - Carson will answer Finance Committee questions on OA
- Insurance & Risk Management (Cameron)
 - Verbal overview.
 - Report is in BoD Drive folder [2019-04-15 REPORT Insurance & Risk Management to BoD Q1]
 - BoD needs to understand the level of due diligence required/undertaken by the committee re: the attorney recommendations for the Legal Defense Strategy.
 - BoD to look at ToR and consider addition of annual reporting requirement on loss trends.
- International (Victor)
 - Verbal overview.
 - Report is in BoD Drive folder [2019-04-16 REPORT International to BoD Q1]
 - BoD needs to approve or give feedback on revised ToR

CURRENT BUSINESS

Check in with BoD Chair (Bahman)

- Status update of meeting
- Plan for Terms of Reference
- Plan for checking in later

Finance Committee Terms of Reference (Carson)

- New draft of ToR was crafted and reviewed.
- Submitted to BoD Chair for review.

International Committee Terms of Reference (Victor)

- New draft of ToR was crafted and reviewed.
- Submitted to BoD Chair for review.



Motion: Adjourn the meeting for the day.
Made by: Carson
Seconded by: Rohan
Discussion: None
Vote: In Favor – n/a
Opposed – 0
Abstaining - 0
Motion Carries: Yes
 No

Adjourned for the day at 4:15 PM Mountain

Meeting reconvened and called to order Wednesday, 17 April 2019 at 6:01 AM Mountain Time by Bahman Azarm.

New Affinity Group Proposal (Shawn)

Motion: Review and approve the Affinity group proposal for Women of ACCT.
Made by: Mandy
Seconded by: Carson
Discussion: Background of group's development/need for group.
Vote: In Favor – n/a
Opposed – 0
Abstaining - 0
Motion Carries: Yes
 No

Motion: Review and approve the revised Terms of Reference for the Finance Committee
Made by: Paul
Seconded by: Rohan
Discussion: Background of group's development/need for group.
Vote: In Favor – n/a
Opposed – 0
Abstaining - 0
Motion Carries: Yes
 No



Motion:	Review and approve the Terms of Reference for the International Committee
Made by:	Mandy
Seconded by:	Paul
Discussion:	Background of group's development/need for group.
Vote:	In Favor – n/a Opposed – 0 Abstaining - 0
Motion Carries:	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No

Parental Leave Policy (Shawn)

- CO attorney looked over the policy and suggested some changes which were accepted.
- Policy is currently in use.

Strategic Planning & FY20 Priorities (Bahman)

- FY19 priorities and progress were reviewed.
- Brainstorm on FY20 priorities (no particular order).
 - Member Value
 - Health Insurance
 - Member/Organizational Mapping
 - Legal Expertise
 - Transparency & Communication
 - Industry Data & Reporting
 - Government Relations
 - List of stakeholders and regulators (ID & contact info)
 - Crisis communication
 - Publications group
 - PAC
 - Lobbying
 - Credentialing Program Management
 - Support the work of the ACC and subgroups
 - Alignment of Staff & Volunteers
 - Evaluation, update, and harmonization
 - Organizational Health
 - Strategic planning
 - Organizational communication and PR
 - Tech Work Group
 - File storage clean up
 - Bylaws
 - Elections
 - Volunteer Support & Management
 - BoD Development
 - Volunteer group Chair training & development



- Onboarding
- Knowledge base
- Teambuilding
- Affinity Groups
 - Purpose & Function
 - Value
- International Initiatives
 - Translations
 - International events: hosting and attending
 - Credentialing opportunities
 - Insurance
 - Government Relations

FY20 Budget (Shawn)

- Conference estimates are conservative
- Need to start budgeting for marketing and planning a strategy
- Increase travel budget for ACCT Staff
- Budget requests from volunteer groups
- Tech budget (software, storage, etc.)
- Face to Face meetings
- International education event
- ACCT employee needs

****Break for Lunch 10:10a – 10:40a Mountain****

FY20 Budget (Shawn) cont'd

- Evaluate membership dues increase
 - Revise website membership page to eliminate inaccurate terminology



Motion: Effective 1 July 2019, increase membership dues across all categories by 10%, rounded to the nearest five dollars, excluding Accredited Vendor dues.

Made by: Bahman

Seconded by: Paul

Discussion: It is the desire of the BoD that the funds from the increased dues are directly applied to marketing campaign(s) to increase membership. To be addressed in the FY20 budget. Accredited Vendor dues are not being adjusted due to a recent adjustment to Accredited Vendor Dues in 2018.

Vote: In Favor – n/a
Opposed – 0
Abstaining - 0

Motion Carries: Yes
 No

Annual Volunteer Group Terms of Reference & Status Check (Mandy)

- **Quick status check-in for all groups** (Mandy)
 - Need ToR for several groups; BoD have their assignments and will report back next meeting
- **ACCT Publication Panel/Strategic Communications** (Mandy)
 - Dissolve and transition ASTM Task Force, work with Policy Director
 - Shawn to check in with group and get a sense of their thoughts on transitioning
- **ACCT Tech Work Group** (Carson)
 - Check in with John V. after he begins full time to gauge the need for additional support
- **Government Relations Work Group** (Shawn)
 - Shawn to check in with ASTM Task Force (which includes Chair of Government Relations) and gather their thoughts on how to ramp up Government Relations work in alignment with FY20 priorities.

Motion: Enter closed session to discuss emerging ethics complaint

Made by: Carson

Seconded by: Paul

Discussion: Confidential

Vote: In Favor – n/a
Opposed – 0
Abstaining - 0

Motion Carries: Yes
 No

BoD enters closed session 12:15 PM Mountain Time.



Motion: Exit closed session
Made by: Carson
Seconded by: Victor
Discussion: N/A
Vote: In Favor – n/a
Opposed – 0
Abstaining – 0
Motion Carries: Yes
 No

BoD exits closed session 12:24 PM Mountain Time.

Communication Plan Proposal (Shawn)

- Exploring using Skip King as a resource for crisis communications and content development; need to perform due diligence.
- Look at assessment of crisis communications as being included as part of an overall PR & Marketing plan.

Motion: Enter closed session to discuss emerging ethics complaint
Made by: Rohan
Seconded by: Carson
Discussion: Confidential
Vote: In Favor – n/a
Opposed – 0
Abstaining – 0
Motion Carries: Yes
 No

BoD enters closed session 12:43 PM Mountain Time.

Motion: Exit closed session
Made by: Carson
Seconded by: Rohan
Discussion: N/A
Vote: In Favor – n/a
Opposed – 0
Abstaining – 0
Motion Carries: Yes
 No

BoD exits closed session 12:52 PM Mountain Time.



International Committee (Victor)

- Top priorities for the next year
 - Continuing the work ACCT started in Costa Rica re: standards adoption and Inspector and Operator credentialing
 - Build international contacts list
 - Produce feasibility study and proposal by 1 July 2019 for professional networking event in Asia for fall 2020.
 - Create priority list for standards translation

Victor Gallo exits meeting 1:30 PM Mountain Time.

ASTM International (Shawn)

- Current ballot closes 22 April; send member announcement reminding stakeholders who are ASTM members to participate in the process.

Raleigh Conference Planning (Shawn)

- Website is being updated.
- Exhibitor prospectus will be completed in July.

Operation Accreditation Program (Shawn)

- Legal review is wrapping up.
- Insurance and Risk Management is completing review.
- Scott is finalizing documents.
- Shawn to ask PR & Marketing to create campaign for announcement release.
- Create closeout punch list

Operation Reviewer Program (Paul)

- Task Force members are completing NDA so they can view draft standards.
- Very active engaged members.
- Task Force to provide costs for implementation of program by mid-May 2019.



NEW BUSINESS

Discussion of Association needs and protocols in response to incidents (Mandy)

Motion:	Enter closed session to discuss recent incidents and Association and member involvement
Made by:	Carson
Seconded by:	Paul
Discussion:	Confidential
Vote:	In Favor – n/a Opposed – 0 Abstaining - 0
Motion Carries:	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No

BoD enters closed session 2:30 PM Mountain Time.

Motion:	Exit closed session
Made by:	Rohan
Seconded by:	Carson
Discussion:	N/A
Vote:	In Favor – n/a Opposed – 0 Abstaining - 0
Motion Carries:	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No

BoD exits closed session 12:48 PM Mountain Time.

Based on discussion in closed session, the following should be pursued:

- Membership Work Group will be tasked with reviewing how Terms of Membership are presented, including presentation of the ACCT Code of Ethics.
- Documents relevant to any ACCT history with involved parties will be identified and gathered, and organized for easy reference.
- BoD Liaisons will have conversations with their committees regarding formalizing criteria that qualifies someone as a “member in good standing”, what would disqualify them from membership, and what various processes could look like.



Motion: To revoke the membership of Flight of the Gibbon (FOTG)
Made by: Paul
Seconded by: Rohan
Discussion: A Board Emeritus was consulted to verify previous processes that have occurred in similar situations. The Board Emeritus was informed that the Member had been contacted previously (2017) about removing false statements regarding the Association from their website and marketing materials. They had previously complied but have since added additional false statements and representations back onto the website. The Board Emeritus supported the BoD in protecting the Association, and revoking the membership in question.
Vote: In Favor – n/a
Opposed – 0
Abstaining - 0
Motion Carries: Yes
 No

CLOSING

Motion: Motion to adjourn the meeting.
Made by: Carson
Seconded by: Cameron
Discussion: None.
Vote: In Favor – n/a
Opposed – 0
Abstaining – 0
Motion Carries: Yes
 No

Meeting adjourned at 3:43 PM Mountain Time.



To: ACCT Board
From: Shawn Tierney, Executive Director
Date: 4/8/19

RE: April Board Report

Summary of Activities

Financials / FY20 Budget

The Draft March financial statement (not yet available) will be placed in the F2F meeting folder when it is ready. I've conducted the last two regularly scheduled Friday Budget calls with Cheyne Griswold and Jen Ottinger from the finance committee. We have been discussing / reviewing the draft FY20 budget, which is roughly 75% complete. A draft of the budget will be placed in the BOD meeting folder on Friday, 4/12.

Our goal is to have a solid draft (95% completed) of the budget to present to the BOD during the May meeting, and a final budget presented in early June for approval during the June BOD meeting.

Money Market Account

I set-up a money market account on March 29 with UFB-Direct (an online bank fully insured by the FDIC to the maximum deposit limit of \$250,000). I transferred \$225,000 dollars from our Chase checking account into the money market account. The APY on the MM account is 2.45% with a minimum balance of \$5,000 and a limit of 6 transactions per month with no fees. This account will provide a higher interest rate for funds in our checking account while maintaining access to liquidity.

CD Ladder

Our CD Ladder with Citizens Access bank has a balance of \$251,573 as of 4/8. We have generated \$1,573.55 in interest in the past 3 months. We currently have 6, 12 and 18 month CDs with interest rates between 2.20% and 2.75%

Items with FY20 Budget Implications (decisions required for budgeting purposes)

- Employee Health Insurance & 401(K) Retirement Plans: I am in the process of researching employee benefits. In my opinion, ACCT is at a stage organizationally and financially where we can no longer justify NOT offering benefits to full-time employees. A benefits package will not only help in recruiting top-level talent, but also in retaining current employees. Quotes from Kaiser and Humana are in the meeting folder. I am still in the process of gathering more information about health insurance and a 401(k) from Paychex. I envision seeking the help of the IRMC in

evaluating and recommending the various plans. Initial quotes from both Kaiser and Humana are roughly \$35k annually for employee only plans.

- **Strategic Planning:** the finance committee will be making a recommendation that the BOD engage in (and budget for) strategic planning in the coming year rather than creating year-to-year organizational priorities as was done for the past three years.
- **Member Dues Increase:** I am proposing a modest price increase (\$50?) for B2B and B2C membership levels only. Other levels might be in line for modest increases in the next year (FY21). I will place more information in the meeting folder, including current numbers of B2B and B2C members and the estimated amount of revenue the price increase would generate. Membership dues have not changed since 2015.
- **Communication Proposal:** there is a proposal from Skip King in the meeting folder for various professional level services including crisis communication and assistance with content development for the website, newsletter, positioning for membership development, etc.
- **Requests for F2F Meetings (committees, panels & task forces):** I will place a spreadsheet of requests from volunteer groups for F2F meetings, along with the amounts either requested or already budgeted. As a side note, we are seeing more groups requesting F2F meetings, with total estimates in the \$30-\$35k range (excluding the BOD for 3 F2F meeting per year) which is budgeted at \$18k. All in, we are looking at roughly \$60k in meeting requests.
- **International:** based on further discussion about what it means to be an “international” organization, we will need to look at whether to budget funds for conducting a regional “conference” somewhere internationally in FY20. Asia has been suggested.
- **Vendor Accreditation:** we will need to budget for the services of our administrative reviewers depending on the outcomes of the Re-vamp TF work. We budgeted \$30k in the FY19 budget.

New ANSI/ACCT Standard Publication

See Policy Director report in the meeting folder for an update on the estimated timeline, process, etc.

New Affinity Group Proposal

There is a proposal to create a “Women of ACCT” affinity group. If I am correct, the group needs to be approved by the BOD. Their proposal (on an outdated form) is in the meeting folder.

Raleigh Conference Planning

I will discuss the plan for ensuring we have adequate coverage for the duties of the Events Director while she is out on Parental Leave for the next 3 months.

Operation Reviewer Program Task Force

The program accreditation completion task force met in Denver on December 16-18, 2018 to finalize the program accreditation model and associated work documents, etc. The BOD created the Operation Reviewer Task Force (ORTF) on the January 16th BOD meeting, with Paul Cummings leading this TF. This item is on the agenda for further discussion & updates on the F2F meeting this group had in early April in Longmont, CO.

Vendor Accreditation Re-Vamp Task Force (VARVTF ;)

This TF is meeting F2F in Longmont on April 12-13.

Parental Leave Policy

The final policy with edits from Jim Pearson, our attorney in CO is in the meeting folder. As a reminder, the BOD does not need to approve this policy.

Office Manager Position

John Voegtlin has been hired as the OM. John started work on April 1 (on a part-time basis), and he will work PT remotely until he moves to CO in mid-May.

FY19 Organizational Priorities – April Update

1. Increase Membership and Value

- 1.1 Improved workshops: *progress made for the 2019 Denver conference based on survey results but difficult to measure otherwise based on a priority with no metrics.*
- 1.2 Two or three regional gatherings: *Bahman conducted a gathering in CT in 2018.*
- 1.3 Feasibility of an Asian conference: *an initial discussion between Melissa and myself took place in early July, 2018. We held a call with the international committee on January, 4th 2019 to further discuss the idea of a regional (Asia) “gathering / Symposium” in the fall of 2019. See Melissa’s thoughts about this in the 3/20 meeting folder.*
 - 1.3.1 Location
 - 1.3.2 Market
 - 1.3.3 Dates
- 1.4 Update member communications
 - 1.4.1 Clean up the website: *In process.*
 - 1.4.2 Ongoing and regular communication: *we released our new bi-monthly newsletter in July, 2018. The newsletter replaces Clipboard. We published one issue of Parallel Lines in June, 2018 and discontinued that publication in FY19. See proposal from Skip King.*

2. Government Relations

- 2.1 Staff member hired by ~~August 1, 2018~~: *(Revised: the policy director went full-time on 1/21/19 and is currently providing substantial support to the CG as its Secretary, coordinating the standards revision process, organizing CG file structures, moving discussions forward with respect to Costa Rica referencing our standard, and following up on regulatory issues in various states (CO, UT, NC). The policy director has also provided substantial support to the development of operation accreditation, and was in dialogue with Hubbard Merrell to acquire their regulatory map, which we hope to have by the end of April at the latest. I just signed the “asset” agreement on 4/4. The agreement outlines the terms of the transfer. The agreement is in the mtg folder.*
- 2.2 Staff member tasks:
 - 2.2.1 Create a listing of regulatory agencies – *awaiting regulatory map acquisition*
 - 2.2.2 Identify current regulations – *awaiting regulatory map acquisition*

- 2.2.3 Publish this list for the membership – *awaiting regulatory map acquisition and then publicize*
- 2.2.4 Start establishing relationships with regulators- *ongoing, starting more aggressively in June/July 2019.*

3. Vendor Accreditation

- 3.1 Taskforce populated by ~~June 30, 2018~~: *(Revise: Ryan has been coordinating with the VAP, and the “re-vamp” group is planning on meeting F2F in Longmont in early April to start the re-vamp work of improving the program.*
- 3.2 Board receives work product for review by ~~October 1, 2018~~ (Revise)
- 3.3 Revamped program completed by December 31, 2018 (Revise)

4. Program Accreditation

- 4.1 2nd pilot program completed in ~~May, 2018~~: *the second pilot took place in July, 2018.*
- 4.2 Proposed program to the Board by ~~June 30, 2018~~. *(Revise: April 2019 for approval of the program.*
- 4.3 Board to evaluate in ~~July, 2018~~ *early April, 2019.*
- 4.4 Final review by the ACC in ~~August, 2018~~
- 4.5 PVM two-week comment period: ~~Aug/Sept, 2018~~ *(Comment period ended Oct 5. Jotform feedback from 3 PVM’s was received).*
- 4.6 Board final approval, ~~September, 2018~~ *April, 2019*

5. Organizational Structure

5.1 Develop and maintain an improved financial plan: *(this priority has largely been fulfilled, although this is ongoing work that will continue each year)*
Carson has been working to get the finance committee organized and understanding the tools we currently have in place as the first priority. Two committee members also did a review of our current processes and procedures for banking, AP/AR, expenses reimbursements, invoicing, and payment processing. We also had a recommendation from a committee member for investment strategies for our cash reserves. Committee is involved in the FY20 budget process.

- *I placed \$250,000 into higher yield 6, 12, and 18-month CD accounts at the end of December, 2018.*
- *I opened a money market account on 3/29/19 with an online bank called UFB-Direct and transferred \$225k from Chase checking into an account that earns 2.45% APY.*

5.2 Implementation of organizational tools *(this priority has largely been fulfilled)*

5.2.1 Internal communication: *Carson and Mandy have been helping the staff with Slack, Asana, and team drives. We are evaluating the needs of volunteer groups and we have already added team drives for the ACC, ASTM task force, a “community drive”, Finance committee, GC, Events, Membership, Government relations, PPA, PCTF, and the VAP. A number of groups are also starting to use Slack.*

5.2.2 Project management: *we have upgraded to the premium version of Asana at the staff level to open up additional features.*

5.2.3 Training of staff: *Carson and Mandy have been providing ongoing support and coaching.*

5.3 Board and Leadership Development (*very little work has been done on this priority*)

5.3.1 Board retreat: *will not take place for the September BOD F2F meeting.*

5.4 Volunteer Development

5.4.1 System for intake, placement, and training

5.4.2 Information package for new leaders (Board and Committee Chairs)

5.4.3 Chair training and education

Monthly Management Report

Association for Challenge Course Technology
For the period ended March 31, 2019



Prepared by

Kristi L. Hattig CPA, LLC

Prepared on

April 10, 2019

Table of Contents

Balance Sheet DRAFT3

Profit and Loss by Class4

Profit and Loss by Class5

Balance Sheet DRAFT

As of March 31, 2019

	Total
ASSETS	
Current Assets	
Bank Accounts	
Chase Operating	447,442.73
Chase Savings	261.05
Citizen's Access CD	251,088.32
Total Bank Accounts	698,792.10
Total Current Assets	698,792.10
TOTAL ASSETS	\$698,792.10
LIABILITIES AND EQUITY	
Liabilities	
Current Liabilities	
Credit Cards	
Chase Card	0.00
Chase Card - 1061 Shawn Tierney	9,535.82
Chase Card - 1344 Melissa Webb	1,032.24
Chase Card - 6484 Heather Brooks	192.73
Chase Card - 7017 Scott Andrews	6.92
Total Chase Card	10,767.71
Total Credit Cards	10,767.71
Total Current Liabilities	10,767.71
Total Liabilities	10,767.71
Equity	
Retained Earnings	388,222.76
Net Income	299,801.63
Total Equity	688,024.39
TOTAL LIABILITIES AND EQUITY	\$698,792.10

Profit and Loss by Class

March 2019

	1. Event	1. Direct	2. DeptOH	Total 1. Event	2. Membership	1. Direct	2. Standards	4. DeptOH	Total 2. Membership	3. Programs	1. Inspector	2. Operations	3. Vendor	Total 3. Programs	4. Overhead	TOTAL
INCOME																
Income																0.00
Other / Interest Income															0.01	0.01
Standard Income						15,065.00	7,266.00		22,331.00		7,040.00			7,040.00	-792.90	28,578.10
Total Income						15,065.00	7,266.00		22,331.00		7,040.00			7,040.00	-792.89	28,578.11
Total Income	0.00	0.00	0.00	0.00	0.00	15,065.00	7,266.00	0.00	22,331.00	0.00	7,040.00	0.00	0.00	7,040.00	-792.89	28,578.11
GROSS PROFIT																
	0.00	0.00	0.00	0.00	0.00	15,065.00	7,266.00	0.00	22,331.00	0.00	7,040.00	0.00	0.00	7,040.00	-792.89	28,578.11
EXPENSES																
Advertising and Promotions		1,005.85		1,005.85												1,005.85
Bank Fees																0.00
Merchant Service Fees															1,250.86	1,250.86
Total Bank Fees															1,250.86	1,250.86
Events-		69,850.61		69,850.61												69,850.61
Insurance																0.00
Cyber Policy															1,617.10	1,617.10
Professional Liability															267.76	267.76
Workers Comp															82.53	82.53
Total Insurance															1,967.39	1,967.39
Licenses, Taxes & Fees															23.60	23.60
Meals & Entertainment															122.65	122.65
Office Supplies								43.40	43.40							43.40
Payroll																0.00
Payroll Processing Fees															242.80	242.80
Payroll Taxes			323.66	323.66		370.74		282.46	653.20				241.93	241.93	-806.73	412.06
Salaries & Wages			4,230.76	4,230.76		4,846.16		3,692.30	8,538.46				3,162.50	3,162.50	6,153.84	22,085.56
Total Payroll			4,554.42	4,554.42		5,216.90		3,974.76	9,191.66				3,404.43	3,404.43	5,589.91	22,740.42
Postage & Shipping						75.22	81.03		156.25						267.00	423.25
Printing and Publication							10.00		10.00							10.00
Professional Services																0.00
Other Professional Services											800.00			800.00		800.00
Total Professional Services											800.00			800.00		800.00
Rent & Storage															2,195.00	2,195.00
Technology			33.99	33.99											594.16	628.15
Telecommunications															188.00	188.00
Travel						2,757.56	214.78		2,972.34		193.70	645.05	1,904.56	2,743.31	2,047.49	7,763.14
Airfare															7,835.00	7,835.00
Lodging															131.51	131.51
Other Travel		620.15		620.15												620.15
Transportation		-13.50		-13.50												-13.50
Total Travel		606.65		606.65		2,757.56	214.78		2,972.34		193.70	645.05	1,904.56	2,743.31	10,014.00	16,336.30
Venue Fees		19,095.00		19,095.00												19,095.00
Total Expenses	0.00	90,558.11	4,588.41	95,146.52	0.00	8,049.68	305.81	4,018.16	12,373.65	0.00	993.70	645.05	5,308.99	6,947.74	22,212.57	136,680.48
NET OPERATING INCOME	0.00	-90,558.11	-4,588.41	-95,146.52	0.00	7,015.32	6,960.19	-4,018.16	9,957.35	0.00	6,046.30	-645.05	-5,308.99	92.26	-23,005.46	-108,102.37
NET INCOME	\$0.00	\$ -90,558.11	\$ -4,588.41	\$ -95,146.52	\$0.00	\$7,015.32	\$6,960.19	\$ -4,018.16	\$9,957.35	\$0.00	\$6,046.30	\$ -645.05	\$ -5,308.99	\$92.26	\$ -23,005.46	\$ -108,102.37

Profit and Loss by Class

July 2018 - March 2019

	1. Event	1. Direct	2. DeptOH	Total 1. Event	2. Membership	1. Direct	2. Standards	4. DeptOH	Total 2. Membership	3. Programs	1. Inspector	2. Operations	3. Vendor	4. DeptOH	Total 3. Programs	4. Overhead	TOTAL
INCOME																	
Income																	0.00
Other / Interest Income																1,187.52	1,187.52
Standard Income		724,149.89		724,149.89		148,501.90	19,733.00		168,234.90		49,179.65	70.00	82,748.00		131,997.65	2,109.56	1,026,492.00
Total Income		724,149.89		724,149.89		148,501.90	19,733.00		168,234.90		49,179.65	70.00	82,748.00		131,997.65	3,297.08	1,027,679.52
Operations (deleted)																	0.00
Inspector Certification (deleted)											-1,673.92				-1,673.92		-1,673.92
Vendor Accreditation (deleted)													-1,907.38		-1,907.38		-1,907.38
Total Operations (deleted)											-1,673.92		-1,907.38		-3,581.30		-3,581.30
Total Income	0.00	724,149.89	0.00	724,149.89	0.00	148,501.90	19,733.00	0.00	168,234.90	0.00	47,505.73	70.00	80,840.62	0.00	128,416.35	3,297.08	1,024,098.22
GROSS PROFIT	0.00	724,149.89	0.00	724,149.89	0.00	148,501.90	19,733.00	0.00	168,234.90	0.00	47,505.73	70.00	80,840.62	0.00	128,416.35	3,297.08	1,024,098.22
EXPENSES																	
Advertising and Promotions		1,005.85		1,005.85													1,005.85
Bank Fees																	0.00
Bank Service Charges																	45.00
Merchant Service Fees																	12,760.50
Other Bank Fees							1.00	3.10	4.10								123.10
Total Bank Fees							1.00	3.10	4.10								12,928.60
Dues and Subscriptions							5,308.80		5,308.80								5,751.80
Events-		87,785.28	2,589.93	90,375.21													90,375.21
Conference Expenses (deleted)		60,742.32		60,742.32								300.00			300.00		61,042.32
Total Events-		148,527.60	2,589.93	151,117.53								300.00			300.00		151,417.53
Insurance																	605.68
Conference Cancellation																	2,047.63
Cyber Policy																	2,475.10
Directors & Officers																	5,595.42
General Liability																	904.64
Professional Liability																	11,714.59
Volunteer Accident																	1,365.64
Workers Comp																	675.90
Total Insurance																	25,384.60
Licenses, Taxes & Fees																	593.97
Meals & Entertainment		401.39		401.39								1,033.01	71.07		1,104.08	1,257.95	2,763.42
Miscellaneous		59.18		59.18		408.71			408.71								467.89
Office Supplies		3,625.72		3,625.72				208.23	208.23								6,685.64
Payroll																	0.00
Payroll Processing Fees																	2,505.16
Payroll Taxes			3,080.87	3,080.87		1,308.20		2,509.51	3,817.71				1,949.80	997.56	2,947.36	1,358.51	11,204.45
Salaries & Wages			40,312.22	40,312.22		17,100.33		34,535.30	51,635.63				25,487.50	16,040.00	41,527.50	58,461.48	191,936.83
Total Payroll			43,393.09	43,393.09		18,408.53		37,044.81	55,453.34				27,437.30	17,037.56	44,474.86	62,325.15	205,646.44
Postage & Shipping						725.79	96.03	290.20	1,112.02								420.27
Printing and Publication		416.52		416.52			285.82		285.82								1,195.66
Professional Services																	0.00
Accountant																	8,665.00
ANSI Consultant							2,250.00		2,250.00								2,250.00
Attorney																	1,400.00
Conference Service Provider		36,677.41		36,677.41													36,677.41
Government Relations								2,880.00	2,880.00								2,880.00
Other Professional Services		2,116.50		2,116.50											800.00	5,445.19	8,361.69
PR/Marketing		2,200.00		2,200.00		6,000.00		119.40	6,119.40								8,319.40
Speaker Fees		1,000.00		1,000.00													1,000.00
Total Professional Services		41,993.91		41,993.91		6,000.00	2,250.00	2,999.40	11,249.40		800.00				800.00	15,510.19	69,553.50
Rent & Storage																	21,216.00
Technology		7,180.30	63.98	7,244.28		4,851.00			4,851.00				33.99		33.99	8,636.50	20,765.77
Telecommunications			480.52	480.52													1,264.10
Travel		1,976.76		1,976.76		4,260.26	1,427.16		5,687.42		193.70	2,015.06	3,582.56	475.01	6,266.33	4,077.89	18,008.40
Airfare			744.02	744.02		1,196.98		1,433.03	2,630.01	2,128.09			394.40		2,522.49	7,835.00	13,731.52
Lodging		266.63		266.63				700.87	700.87	1,296.14			2,285.30	115.66	3,697.10	3,357.53	8,022.13
Meals		513.92	92.50	606.42		52.36	171.91	124.95	349.22	708.89			284.23		993.12	1,039.62	2,988.38
Other Travel		828.43	16.00	844.43				42.24	42.24	441.04			6,468.64		10,572.31	3,462.62	14,921.60
Transportation		1,539.94	470.03	2,009.97			10.50		10.50	7.10		3,662.63	478.78		485.88	233.97	2,740.32
Total Travel		5,125.68	1,322.55	6,448.23		5,509.60	1,609.57	2,301.09	9,420.26	4,581.26	193.70	5,677.69	13,493.91	590.67	24,537.23	20,006.63	60,412.35
Venue Fees		133,275.46		133,275.46													135,711.18
Total Expenses	0.00	341,611.61	47,850.07	389,461.68	0.00	35,903.63	9,551.22	42,846.83	88,301.68	4,581.26	1,334.71	9,446.42	41,036.27	17,628.23	74,026.89	172,506.34	724,296.59
NET OPERATING INCOME	0.00	382,538.28	-47,850.07	334,688.21	0.00	112,598.27	10,181.78	-42,846.83	79,933.22	-4,581.26	46,171.02	-9,376.42	39,804.35	-17,628.23	54,389.46	-169,209.26	299,801.63
NET INCOME	\$0.00	\$382,538.28	\$-47,850.07	\$334,688.21	\$0.00	\$112,598.27	\$10,181.78	\$-42,846.83	\$79,933.22	\$-4,581.26	\$46,171.02	\$-9,376.42	\$39,804.35	\$-17,628.23	\$54,389.46	\$-169,209.26	\$299,801.63

Association for Challenge Course Technology

BUDGET VS. ACTUALS FY 2018-19 - FY19 P&L

July 2018 - March 2019

	TOTAL			
	ACTUAL	BUDGET	OVER BUDGET	% OF BUDGET
Income				
Income				
Other / Interest Income	1,187.52	126.00	1,061.52	942.48 %
Standard Income	1,026,492.00	956,200.00	70,292.00	107.35 %
Total Income	1,027,679.52	956,326.00	71,353.52	107.46 %
Operations (deleted)				
Inspector Certification (deleted)	-1,673.92		-1,673.92	
Program Accreditation (deleted)	0.00		0.00	
Vendor Accreditation (deleted)	-1,907.38		-1,907.38	
Total Operations (deleted)	-3,581.30		-3,581.30	
Total Income	\$1,024,098.22	\$956,326.00	\$67,772.22	107.09 %
GROSS PROFIT	\$1,024,098.22	\$956,326.00	\$67,772.22	107.09 %
Expenses				
Advertising and Promotions	1,005.85	6,500.00	-5,494.15	15.47 %
Bank Fees				
Bank Service Charges	45.00	750.00	-705.00	6.00 %
Merchant Service Fees	12,760.50	30,000.00	-17,239.50	42.54 %
Other Bank Fees	123.10	500.00	-376.90	24.62 %
Total Bank Fees	12,928.60	31,250.00	-18,321.40	41.37 %
Continuing Education		2,250.00	-2,250.00	
Dues and Subscriptions	5,751.80	7,380.00	-1,628.20	77.94 %
Events-	90,375.21		90,375.21	
Conference Expenses (deleted)	61,042.32		61,042.32	
Total Events-	151,417.53		151,417.53	
Insurance	605.68		605.68	
Conference Cancellation	2,047.63	1,331.00	716.63	153.84 %
Cyber Policy	2,475.10	1,300.00	1,175.10	190.39 %
Directors & Officers	5,595.42	0.00	5,595.42	
General Liability	904.64	1,357.00	-452.36	66.66 %
Office Property		548.00	-548.00	
Professional Liability	11,714.59	6,743.00	4,971.59	173.73 %
Volunteer Accident	1,365.64	640.00	725.64	213.38 %
Workers Comp	675.90		675.90	
Total Insurance	25,384.60	11,919.00	13,465.60	212.98 %
Licenses, Taxes & Fees	593.97	600.00	-6.03	99.00 %
Meals & Entertainment	2,763.42	175,800.00	-173,036.58	1.57 %
Miscellaneous	467.89	500.00	-32.11	93.58 %
Office Supplies	6,685.64	5,750.00	935.64	116.27 %
Payroll				
Payroll Processing Fees	2,505.16	2,395.23	109.93	104.59 %
Payroll Taxes	11,204.45	69,373.51	-58,169.06	16.15 %

No assurance is provided on these financial statements. Substantially all disclosures omitted.

	TOTAL			
	ACTUAL	BUDGET	OVER BUDGET	% OF BUDGET
Salaries & Wages	191,936.83	164,127.98	27,808.85	116.94 %
Total Payroll	205,646.44	235,896.72	-30,250.28	87.18 %
Postage & Shipping	1,532.29	1,900.00	-367.71	80.65 %
Printing and Publication	1,195.66	6,690.00	-5,494.34	17.87 %
Professional Services				
Accountant	8,665.00	9,800.00	-1,135.00	88.42 %
ANSI Consultant	2,250.00	4,500.00	-2,250.00	50.00 %
Attorney	1,400.00	8,500.00	-7,100.00	16.47 %
Conference Service Provider	36,677.41	45,300.00	-8,622.59	80.97 %
Government Relations	2,880.00		2,880.00	
Health & Safety		4,500.00	-4,500.00	
Other Professional Services	8,361.69	40,143.00	-31,781.31	20.83 %
PR/Marketing	8,319.40	12,000.00	-3,680.60	69.33 %
Speaker Fees	1,000.00	4,000.00	-3,000.00	25.00 %
Total Professional Services	69,553.50	128,743.00	-59,189.50	54.03 %
Rent & Storage	21,216.00	24,453.00	-3,237.00	86.76 %
Technology	20,765.77	45,430.25	-24,664.48	45.71 %
Telecommunications	1,264.10	1,980.00	-715.90	63.84 %
Travel	18,008.40		18,008.40	
Airfare	13,731.52	11,350.00	2,381.52	120.98 %
Lodging	8,022.13	11,350.00	-3,327.87	70.68 %
Meals	2,988.38	7,900.00	-4,911.62	37.83 %
Other Travel	14,921.60	5,450.00	9,471.60	273.79 %
Transportation	2,740.32	6,400.00	-3,659.68	42.82 %
Total Travel	60,412.35	42,450.00	17,962.35	142.31 %
Unapplied Cash Bill Payment Expense	0.00		0.00	
Venue Fees	135,711.18	99,441.41	36,269.77	136.47 %
Total Expenses	\$724,296.59	\$828,933.38	\$ -104,636.79	87.38 %
NET OPERATING INCOME	\$299,801.63	\$127,392.62	\$172,409.01	235.34 %
NET INCOME	\$299,801.63	\$127,392.62	\$172,409.01	235.34 %

No assurance is provided on these financial statements. Substantially all disclosures omitted.

Association for Challenge Course Technology

BUDGET VS. ACTUALS FY 2018-19 - FY19 P&L

March 2019

	TOTAL			
	ACTUAL	BUDGET	OVER BUDGET	% OF BUDGET
Income				
Income				
Other / Interest Income	0.01	14.00	-13.99	0.07 %
Standard Income	28,578.10	22,200.00	6,378.10	128.73 %
Total Income	28,578.11	22,214.00	6,364.11	128.65 %
Total Income	\$28,578.11	\$22,214.00	\$6,364.11	128.65 %
GROSS PROFIT	\$28,578.11	\$22,214.00	\$6,364.11	128.65 %
Expenses				
Advertising and Promotions				
Bank Fees	1,005.85	0.00	1,005.85	
Bank Service Charges				
Merchant Service Fees	1,250.86	2,000.00	-749.14	62.54 %
Other Bank Fees	0.00	0.00	0.00	
Total Bank Fees	1,250.86	2,250.00	-999.14	55.59 %
Continuing Education				
Dues and Subscriptions		1,125.00	-1,125.00	
Events-	69,850.61		69,850.61	
Insurance				
Conference Cancellation		0.00	0.00	
Cyber Policy	1,617.10	1,300.00	317.10	124.39 %
Directors & Officers		0.00	0.00	
General Liability		1,357.00	-1,357.00	
Office Property		0.00	0.00	
Professional Liability	267.76	0.00	267.76	
Volunteer Accident		0.00	0.00	
Workers Comp	82.53		82.53	
Total Insurance	1,967.39	2,657.00	-689.61	74.05 %
Licenses, Taxes & Fees				
Meals & Entertainment	23.60	300.00	-276.40	7.87 %
Miscellaneous	122.65	100.00	22.65	122.65 %
Office Supplies	43.40	0.00	0.00	
Payroll		250.00	-206.60	17.36 %
Payroll Processing Fees				
Payroll Taxes	242.80	260.08	-17.28	93.36 %
Salaries & Wages	412.06	7,802.57	-7,390.51	5.28 %
Total Payroll	22,085.56	18,205.99	3,879.57	121.31 %
Total Payroll	22,740.42	26,268.64	-3,528.22	86.57 %
Postage & Shipping				
Printing and Publication	423.25	100.00	323.25	423.25 %
Professional Services				
Accountant		10.00	0.00	
ANSI Consultant		500.00	-500.00	
Attorney		750.00	-750.00	

No assurance is provided on these financial statements. Substantially all disclosures omitted.

		TOTAL		
	ACTUAL	BUDGET	OVER BUDGET	% OF BUDGET
Conference Service Provider		0.00	0.00	
Health & Safety		0.00	0.00	
Other Professional Services	800.00	8,600.00	-7,800.00	9.30 %
PR/Marketing		0.00	0.00	
Speaker Fees		0.00	0.00	
Total Professional Services	800.00	10,850.00	-10,050.00	7.37 %
Rent & Storage	2,195.00	2,893.00	-698.00	75.87 %
Technology	628.15	3,418.75	-2,790.60	18.37 %
Telecommunications	188.00	220.00	-32.00	85.45 %
Travel	7,763.14		7,763.14	
Airfare	7,835.00	150.00	7,685.00	5,223.33 %
Lodging	131.51	150.00	-18.49	87.67 %
Meals		100.00	-100.00	
Other Travel	620.15	100.00	520.15	620.15 %
Transportation	-13.50	100.00	-113.50	-13.50 %
Total Travel	16,336.30	600.00	15,736.30	2,722.72 %
Venue Fees	19,095.00	0.00	19,095.00	
Total Expenses	\$136,680.48	\$51,042.39	\$85,638.09	267.78 %
NET OPERATING INCOME	\$ -108,102.37	\$ -28,828.39	\$ -79,273.98	374.99 %
NET INCOME	\$ -108,102.37	\$ -28,828.39	\$ -79,273.98	374.99 %

No assurance is provided on these financial statements. Substantially all disclosures omitted.