



BAM Board Meeting

12/16/2021 | 5:30 - 7 pm | Zoom

ATTENDEES (QUORUM)

Board

- Rhys Campbell
- Sonja Baro
- Jean McCormack
- Meghan Varner
- Bryan Hoff
- Carl Nelson
- Jane Scott
- Erica Hawley

Members

- Elaine Collins
- Summer Kennedy
- Maureen MacMackin
- Marie Bush
- Larry McKeogh
- Carole Sharpless
- Deidre Farrell
- Judy McLaughlin
- Gail Varner
- Jeff Skala
- Mary & Brian Hann
- Bruce Epstein
- Cynthia Anderson
- Pete Hopkins
- Patrick Guy

AGENDA TOPICS

- Meeting preamble and agenda acceptance - 5 mins (Rhys)
- Financials - 15 mins (Jean)
- Coaching Update - 10 mins (Jane)
- Planning for OWS - 10 mins (Rhys)
- Determining Pool Time/Location for the 1st Quarter - 10 mins (Rhys)
- Marketing Overview and Website - 10 mins (Meghan/Erica)
- Membership Growth / Engagement / Fundraising - 10 mins (Sonja)
- Input from Members
 - Elaine (3 mins) - "The future of BAM"
 - Maureen (3 mins) - "Bring a Buddy"
 - Brian Hann (3 mins)

FINANCIALS

- 2016 - 2022
- P&L
 - Declining profits since 2017
 - Loss in 2018 & has continued
 - 2019 - negotiated 6k reduction in fees from city
 - 2020 PPP Loan & business loan offset 36k or losses, 2021 26k
 - PPP loans and reserves supported staff and coach compensation
- Where We Are Now
 - \$40k in money market, \$36k in checking (Dec 13)



- Still owe an estimated \$19k for pool rental, staff, etc.
- Future - Control What We Can Control
 - Direct expenses
 - Lane/pool expenses to match the revenue / swimmer demand
 - Staffing expenses modified
- 2021 Accomplishments
 - Stopped month over month losses
 - Return of season unlimited pass and yearly pass for 2022
 - Relationship with city of Boulder and Elks improved
 - Increase number of people swimming and the number of swims/month
- 2022 Recommendations
 - Controlling Expenses
 - Lane utilization and number of swims
 - Manage schedule and overhead
 - Increase Revenue
 - Increase in membership
 - Fundraising
 - Maximize potential of OWS/Barebones
 - Target 2022 = breakeven
- Reminder:
 - Signup 30 minutes before the workout
- Questions:
 - Cost per lane? Breakeven number?
 - \$40 per coach / \$13 rec center
 - \$66 for Elks pool

COACHING UPDATE - JANE

- Thank you to the regular BAM swimmers and their flexibility with limited lanes
- Elks 83 degrees and available
- Dedicated to keeping a variety of coaches
- City - Mass recruitment of guards and staff
 - **Action Item** - Rhys reach out to city for a status on this recruitment
- 3 Swim meets coming up
 - 2 January meets
 - March - state meet
- Clinics
 - Not enough lanes or pools
 - Elks too chilly for clinics
- COVID Thank You
 - Thank you to all the coaches & members
 - BIG shoutout to Hermine for all her hard work!
- New Coaches
 - None at this time
 - Doesn't have the hours to give







OWS PLANNING

- Link to evaluation doc:
<https://docs.google.com/document/d/1pmd-YuEVwQ7QQvnFcTsn7B6aCH37i6fJaR50wvjlQag/edit#heading=h.86nhbycm9j8>
- **Action Item** - Go / No Go Decision needs to happen early next year
- Finances
 - Income - we still make a profit without the summer pass income
- Course
 - Dream Cove - classic existing course
 - Rowing Course - Forced to move to in recent years - nightmare - sun issues, boats also in course, dangerous to swimmers
 - Proposed Course - Alternative
 - Close to where the Dream Cove course was
 - Nice alternative
- Staffing
 - T/TH Commitment
 - Volunteers - what is that quantity? ~45+ volunteers needed
 - Still need info from city on their staff requirements
 - Registration table
 - Hermine does not want to do anymore - need to confirm this
- Marketing
 - Open it further up to community
- Go / No Go Decision
 - 45+ Volunteers
 - Registration table attendant
 - Financially
 - MOU - non-binding legal contract with city
- Mountain Swim Series collaboration
 - Haven't heard from them
 - They had difficulty working with the city in the past
- Chatfield Reservoir
 - Rhys talking with an HOA there
- Questions:
 - 30 volunteers? For events or just T/TH swims - A: not sure if that is the correct qty
 - Qty of lifeguards - A: 45+ in the past
- Committee?
 - Action Item - Larry McKeogh- the driver/organizer - person that is energized to get this going
- Fundraising
 - Events - Min 25% target margin we should try to drive
 - Keep expenses down
- Partners
 - Rowing Club & University - Carl continue to work with these partners
 - Reducing Fees
 - Joint letter sent to city has been very helpful

- Negotiate fees down

POOL TIME / LOCATION - 1ST QUARTER

- Link to pool outlook for Q1 2022:
https://docs.google.com/presentation/d/134nil3p4jxseAFv5yQQPIdAJnqTlc7MqIB46xj9VGDE/edit#slide=id.g1072fb55dbb_0_0
- Challenges
 - One of few user groups that got the option to stay and swim indoors
 - Reduced lanes

LOCATION	STATUS	NOTES	NEXT STEPS
Indoor City Pools		City is down to one pool, BAM forced to make cutbacks. Relationships improving with Ali et al.	Lifeguard training Dec 16th to indicate if restrictions have to continue
Elks		Rob dislikes BAM. Resulted in poor lanes times and EA being prioritized. The board bailed out the club twice in 2021 to keep us swimming here. 2022 pool time currently unknown.	
CAC Flatirons		BAM is a dirty word.	We will not be going back to FAC
CAC 29th Street		Regional mgr. at CAC aware of BAM, so that blocks this opportunity for our members. Rhys may be able to broker something after Q1 2022	Nothing more to do for Q1
Louisville Rec		Will to 'make something work' but times are limited for the lap pool	Rhys to meet Paul w/s Dec 13th.
Boulder Res		Bryan / Larry / Rhys met with City 12/14. Compromise on swim course agreed.	

- Elks
 - Q1 confirmed
 - Same schedule as Q4 2021
 - Additional opening? - option pool manager Rob provided us not an ideal time that we typically prefer

MARKETING & WEBSITE OVERVIEW

- **2021 FOCUS AREAS:**
 - New Website
 - Google Account
 - Newsletters
 - Social Media
 - Events & Socials
 - Partnerships
- **Website**



- Benefits - Unified digital platform
 - Designed with members (current and future) in mind - UX
 - One stop for everything
 - Register as a new member
 - Purchase a pass
 - Reserve a spot at a workout
 - Reference schedule
 - Announcements - reduce email clutter
 - Volunteering and events
- Release Blocks
 - Data migration from current website platform (ClubAssistant) to new (Wix)
 - Iron out - Transactions & Members
 - eCommerce / Pass Sales / prorating / credits / cycles
 - Member Management
 - Link to BAM bank account
 - New Domain
 - Mobile Friendly & Site Accessibility (i.e. vision/hearing impairment)
 - Registration - Liability Waiver - Legally binding - how it will stay on file
 - Training of new system
- **Action Item** - Rhys purchase the domain
- **Google Business Profile**
 - Put BAM “on the map” for all Google searches
 - Q4 Insights
 - 3,328 Total Searches
 - 63.6% “Discovery”
 - (People who find your Business Profile searching for a category, product, or service)
 - 35.7% “Direct”
 - (People who find your Business Profile searching for your business name or address)
 - 0.8% “Branded”
 - (Customers who find your listing searching for a brand related to your business”
- **Newsletters**
 - Stats
 - 100% Delivery Rate
 - Amazing Open Rates - past two emails averaged a 60% open rate (typical email marketing open rate is 20% or less)
- **Social Media**
 - Follower Growth (January 1 - December 13th, 2021)
 - Instagram -
 - 15.1% Increase
 - 430 to 495 followers
 - Facebook -



- 6.1% Increase
- 1439 to 1527 followers

- **BAM Holiday Party** - 26 RSVPs - 6 pm - 9 pm | Saturday 12/18 | Tune Up Taproom

MEMBERSHIP GROWTH / ENGAGEMENT / FUNDRAISING

- Success Happens When
 - Benefit to the donor in some fashion
 - Connection/support of mission/purpose
 - Value provided - experience, discount, leads/new customers, new skills, TAX DEDUCTION
 - Fundraising Effort Driven by Engage Voluteers
 - Network effect
 - Authenticity
 - Diversity of ideas and support
 - Variety of revenue types - donations
 - Cost are minimal
 - It's fun!

Non-Profit Revenue & Fundraising Channels

Types of Revenue		Typical Margin Levels	Dependency
Program Fees-Fees related to services rendered	New Memberships	Typically direct costs and no more than 15% administrative costs	New member acquisition strategy – ie who would want to join and why? Positive member experience Attractive times/locations
	Punch Pass		
	Membership Renewals		
Events – calendared activity with participants and some expense/effort to host	Bare Bones	10-25% depending on expenses	Strong and engaged membership/volunteers
	Other event based		
Donation -	Direct Response	90% depending on channel	Volunteers/budget
	Corporate	90+%	Mission alignment, affinity for cause, volunteers to drive asks
	Foundations	10-15%	Mission alignment, volunteers to apply
	Grocery Store Programs	100%	Sign up
	Other % of sales programs	100%	Affinity for cause, volunteer to activate and market event w/in neteork
	Individual Appeals	95%	Affinity for cause, volunteers to host/drive

- 2022 Strategy
 - New membership acquisition strategy
 - Giving Tuesday

Example Areas to Explore

Foundations	Event Based	New Companies/Sponsors – who do we know??
Community Foundation Boulder County	Bare Bones	Whole Foods
Boulder Community Health Foundation	Clinics	Safeway
Colorado Health Foundation	Training plan/package for specific goals	McGuckins
Community Foundation Boulder County	Dine-out nights	CU Sports Medicine
	Skill/Info based events (ie do a ticketed experience which feature our members' knowledge)	Google
		Splunk
		Ball Aerospace
		Boulder Brands

Get Creative!

- Can we do workshops for the amateur tri-athlete – training and transition clinics?
- Engage with Boulder swimming – do a joint fundraiser? “swim for life” campaign
- Bring a buddy/Intro to swimming (sponsored trial membership for adult at -risk communities?)
- Lane sponsors??
- Swim for Suds... (do a beer tasting after a workout)
- Stargazing with a scholar...summer solstice event

- Action Item - Meghan - Newsletter - Call to Action - “Help us with fundraising”

INPUT FROM MEMBERS

- **Elaine Collins** - The Future of BAM
 - Merge w/ Elevations - Will the membership have input on this change?
 - When is the last time a BAM board member attended a city council meeting?
 - Intention to terminate Jane?
 - Intention to terminate Hermine?
 - COVID Lockdown - how did the board generate income?
 - Why were the bylaws changed - concerning?
 - Concerned the board is not representing the swimmer’s needs
 - Concerned the board has too much power
 - What’s the board’s goal in keeping people informed?
 - **Suggestion**: Survey - get members’ feedback
 - **Action Item**: Rhys - Schedule a time to discuss these topics
- **Maureen MacMackin** - Bring a Buddy
 - Special needs members are welcomed and attending BAM workouts
 - Concerns over lane limitations and crowded lanes
- **Brian Hann**
 - Suggestions - All board meetings available via Zoom
 - Can help with website



- Finances - number of swimmers per lane - profitability - we are a non-profit - need to acknowledge our mission
- Adjust the finances flow due to COVID
- What do the members want
- Get the input of the coaches
- Volunteering for res - compensated if lifeguarded a certain amount of days

Action Item: Rhys - provide schedule of board meetings, post publicly, and share with membership

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FINAL SENTIMENT FROM ATTENDEES:

 **KUDOS TO BAM COACHES & STAFF!** 