Ski for Light, Inc.

Executive Committee Meeting Minutes

September 26, 2021

Snow Mountain Ranch, Granby, Colorado

President McCorcle called the meeting to order at 9:00 a.m. Mountain Daylight Time.

Roll Call:

Tim McCorcle, President;

Julie Coppens, Vice President;

Krista Erickson, Secretary;

Brenda Seeger, Treasurer;

Michael Evelo, Director-at-Large;

Robert Hartt, Director-at-Large;

Marion Elmquist, Immediate Past President.

All Executive Committee members were present.

**Action Via E-mail**

A draft of the June 7 and 9, 2021, Executive Committee meeting minutes were e-mailed to the Committee listserv on June 30th. With no corrections requested, the minutes were considered approved as distributed and e-mailed to the SFL Board listserv on July 8, 2021.

**Treasurer’s Report**

Brenda reported that SFL currently has $72,098.44 in checking and $59,761.90 in savings for total operating funds of $131,860.34.

The current market value of the Endowment Fund is $671,916.00.

We are still closing out FY 2021, reconciling QuickBooks with the donations database.

**Budget and Finance Committee Report**

Bob Hartt, Chairman of the Budget and Finance Committee, reported that he is working on a budget. Bob sent out a draft budget prior to the meeting (not included with these minutes). Bob is still gathering information about 2022 event costs so the Executive Committee did not approve the budget. The draft budget is based on a 2022 event attendance estimate of 180 people but we will likely exceed that number. A discussion then ensued about event capacity. At present, we have invited 80 skiers, 75 guides and 12 others. The cancelation rate may be higher. Normally, the VIP cancelation rate is about 25% but it has been as low as 18% and as high as 34%. Guide cancelations are usually about 10%. Cancelations will likely be late this year.

A consensus was reached that the working number will be 220 people at the event. We will work around that number based on guides which Tim will monitor and work with coordinators as needed.

**Event Update**

Mike Evelo, 2022 Event Chair, provided an event update. An on-site planning meeting was held on September 25th at Snow Mountain Ranch. Snow Mountain Ranch has made significant improvements to the AV system in the Commons and also to WIFI availability in many locations on their property. A discussion ensued regarding COVID-19 protocols and mitigation measures. Snow Mountain Ranch has hosted large groups over the past few months. Mike, Tim and Dr. Carl will work on creating a written plan to address COVID-19 at SFL 2022.

**Ridderrenn Team**

Marion provided the dates for the 2022 Ridderrenn. Marion is checking with contacts at the Ridderrenn – currently, Norway is open to travelers except for those from the U.S. It was agreed by consensus that the Executive Committee will recommend to the Board that SFL send a team of three (3) skiers and three (3) guides to the 2022 Ridderrenn.

**Nominating Committee**

Prior to the meeting, Tim sent out the relevant text from the SFL Constitution and Bylaws about the Nominating Committee. After some discussion, a consensus was reached selecting a chair and four (4) additional Nominating Committee members.

**Flatley Foundation Donation**

The current list of possible uses for the Flatley Foundation donation was distributed prior to the meeting (See Page 6 of these minutes). Possible uses discussed included: keeping event fees affordable; providing guide training; health and safety needs; and modernizing our data processes. Upgrading the database could initially cost several thousand dollars and require ongoing expenses after these substantial set up costs. We need a committee to do some research/shopping and specify what we want/need. Please send Tim names of people you think would be good for an ad hoc committee for working on the data process within two weeks.

**Policy Updates**

* Event Cancelation Policy. (See Page 8 of these minutes)

Prior to the meeting, Krista distributed a proposed update to the Event Cancelation Policy. The proposed revision updates language and encourages holding a virtual event if an in-person event is not able to be held. Julie moved and bob seconded a motion to recommend adoption of the Policy update to the Board. The motion carried unanimously.

* Document Retention and Destruction Policy (See Pages 9-16 of these minutes)

Prior to the meeting, Krista distributed an updated version of the Document Retention and Destruction Policy. The current Policy requires periodic review by an accountant or legal counsel. The Policy was recently reviewed by our pro bono legal counsel and a few minor changes were made by the attorney. Marion asked for details of specific changes. The version distributed prior to the meeting doesn’t show the proposed changes clearly enough so the proposed update was tabled. Krista will send out a version with the proposed changes more clearly identified.

**SONS of Norway**

Marion reported that the Sons of Norway office is back at 1455 W. Lake Street in a new building but with less space for SFL. Marion is planning to ask them to allow us to continue to store files in that location. Several years of treasury and other records such as Conflict of Interest forms haven’t been filed. Krista will talk with Tim about looking into other options such as a professional filing service.

**Site Selection Committee Report**

Prior to the meeting, Tim distributed a report from the Site Selection Committee (See Page 7 of these minutes). Cara is working on finalizing contracts with the hotels in Rhinelander. Marion is visiting two possible venues in Minnesota. Tim and Marie will be visiting New Hampshire and possibly New York this coming winter.

**SFL at the 2022 American Birkebeiner (Birkie)**

Mike explained that he wants to get more exposure for SFL in the Midwest. Mike will be reaching out to area ski clubs -- there are two in Rhinelander, a town of 8,000. We should take advantage of the upcoming American Birkebeiner to recruit guides for 2023. In 2019, Mike and Tim skied the Birkie. SFL had a team in the Giant Ski and skiers in the Adaptive Birkie event. We also tabled at the Birkie Expo. Mike wants a more organized presence in 2022. Mike explained that 75% of the 14,000 skiers at the Birkie are from Wisconsin and Minnesota making the Birkie a prime place to recruit guides. A consensus was easily reached to support SFL having a presence at the 2022 Birkie. Mike will ask Melinda to research booth availability and cost at the Birkie Expo.

**Code of Conduct Policy**

Prior to the meeting, Julie sent out two documents -- one document is a proposed short-form of the policy that would be on event applications and a second document is a proposed revision of the policy itself (See Pages 16-19 of these minutes).

Julie explained that this is a work in progress – we’re letting people know the direction we’re heading and we want to have a discussion about the current draft. We have a code of conduct Policy which participants have to sign off on and that Policy will be in effect for the upcoming event. We want clearly communicated expectations, to be able to keep people safe and happy and have a policy that both serves us and is enforceable.

A difficult discussion of the documents, primarily the first one, ensued. Suggestions were made for specific changes to wording and overall concerns about the tone of the documents and reasons for and necessity of changes to the existing Policy were expressed.

The opinion was expressed by more than one person that, instead of going forward with these documents, we should change the existing Policy to better handle situations and address concerns about the SFL Vice President serving as the compliance officer.

The desire for more community input was expressed – perhaps through a Special Interest session, a virtual meeting or a question on the post-event survey.

The ad hoc working group/committee has not approved this draft yet and there may need to be more voices in that working group. Bob Hartt volunteered to join the working group.

Based on the input from the discussion, it was clear that more work needs to be done on this revision before moving forward with it.

With no other business, Marion moved and Bob seconded a motion to adjourn the meeting. The motion carried unanimously and the meeting was adjourned at 2:50 p.m. Mountain Daylight Time.

Flatley Donation Possible Uses List

* Event Fees:
* Lower event fees across the board;
* Offset event fees for everyone;
* Offset event fees for targeted groups of people (such as people who have never attended an SFL event);
* Offset event fees for more expensive venues;
* Consider event venues we otherwise would not be able to afford
* Reduce event fees for more expensive venues for all participants so that SFL can hold events in new and different locations
* Create an SFL Scholarship

Could the funds be used for a scholarship for a guide and a skier (MIP or VIP) but it could even be named after someone.  It would cover the cost of two participants every year and they would need to apply for it.  That is a little different from reducing fees for individuals from selected groups. I’m thinking that  maybe we could come up with criteria for a scholarship that would cover all expenses.  Perhaps it could come with requirements such as the requirement to write up a brief story about their experience for the newsletter or such. It would take some more thinking.  Maybe we could call it after a long-term ski for lighter — such as the Ken Leghorn scholarship or such.  But maybe others would think we should not single out one person. It could also be named after the founders of SFL. Or maybe new people could be nominated for it by current SFL guides or skiers?  It could be special, kind of the way it is special to get to go to Ridderenet. It seems like the current system is designed to help applicants reduce their costs. This would be a bit more like a scholarship for someone new and promising. Maybe they have a talent they could share in evening sessions or such.

* special projects:
* New video (possibly focused on recruitment);
* Creating something for the upcoming 50th anniversary of SFL;
* Hire a professional marketer who could help us identify and target key organizations that might engage people who would want to participate in SFL. For example, a professional marketing organization might gather a list of all college cross country ski teams; or university sports education programs or such.  Their research could help us with targeted marketing.
* Technology:
* Procuring any needed technology upgrades for event streaming;
* Procuring any needed technology upgrades for website enhancement/management;
* Upgrading SFL’s database.
* Other:
* Upgrading or purchasing MIP ski equipment or other ski equipment;
* Placing some of the donation into the Endowment Fund.

**Ski for Light, Inc.**

**Site Selection Committee Report**

**September 26, 2021**

The current site selection committee is composed of Cara Barnes, Marie Huston and Jim Steele. In addition, Marion Elmquist is researching hotels near Frisco, Colorado and John Klemaseski assisted in researching a possible site in Flagstaff, Arizona.

At the July 14, 2021 Board Meeting, the Board voted to hold the 2023 event in Rhinelander, WI following a recommendation from the Executive Committee. Site visits were made to Rhinelander in 2017 and 2019. The event will use the Quality Inn as the main hotel with overflow at the AmericInn next door.

The Quality Inn has 98 rooms including 5 ADA rooms with roll in showers. The facility does not have an elevator to the second floor. The pool has a lift but the hot tub does not as it is on an area above the pool with steps. The AmericInn has 51 rooms including 2 ADA rooms with roll in showers. The AmericInn has a pool and hot tub with lifts for each. There is also an elevator to the second floor. Both the Quality Inn and AmericInn have been asked to prepare contracts.

The ski trails will be located on and around the grounds of the Northwood Golf Club and the club house would serve as a warming and lunch area.

When the snow falls, a team will assess North Conway, NH and a couple of sites in Minnesota as possible 2024 venues. RFPs (Request for Proposal) have been sent to the Vermont tourism office, the Lake Placid tourism office and Gunstock mountain resort in New Hampshire but no responses have been received.

In the fall of 2020, the Site Selection Committee launched a Google Form which can be used by members of the Ski for Light community to suggest a possible venue. To date, no responses have been received. The form can be accessed at <https://docs.google.com/forms/d/e/1FAIpQLSdlJyP6hLhYjogfEpK6AlnwpPhOySo_5MJSsDeRkX3yGkFq8Q/viewform?vc=0&c=0&w=1&flr=0>.

Respectfully submitted by Cara Barnes

Cara Barnes

Site Selection Committee

Event Cancelation Policy

Proposed Revision:

Ski for Light shall make every effort to hold in-person International Week events, unless circumstances beyond the organization's control make traveling to the event site and/or gathering in person unsafe or impracticable for a significant number of participants. A simple-majority vote of the Ski for Light Board of Directors shall be required to cancel an in-person International Week event. Whenever feasible, a decision about International Week event cancelation shall be made before applications are available online. If the International Week event is canceled after applications have been made available online and applicants have been accepted to attend the event, Ski for Light’s refund policy (A06 Event Payment Refund Policy) shall be applicable. If an International Week event is canceled, Ski for Light shall make every effort to offer a virtual event online. Ski for Light International Week events shall not be canceled solely due to lack of sufficient snow for skiing. If skiing is not feasible, alternative activities shall be offered to all participants who are present at an in-person event.

Current Policy:

Policy A24 - Event Cancellation

Except for circumstances currently unimaginable, once applications have been accepted for an SFL event, it will not be cancelled. Every effort will be made to relocate the event if necessary, but the show will go on. If circumstances occur that make folks decide not to attend, our normal refund policy will apply. Alternative programming will be developed from among the on-site SFL community.

January 1990

Document Retention and Destruction Policy

Earlier this year, Tim and I reached out to Ms. Debrow (the attorney who has been helping us pro bono) and asked her to review our current Document Retention and Destruction Policy. The current Policy requires periodic review by “legal counsel or the organization's certified public accountant”. Ms. Debrow kindly returned an edited version to us which is immediately below, followed by the current Policy for your reference.

**Policy C20 - Document Retention and Destruction**

**I. Purpose**

This policy provides for the systematic review, retention and destruction of all records and documents received or created by Ski for Light, Inc., regardless of physical form. The policy is designed to ensure compliance with federal and state laws and regulations, eliminate accidental or innocent destruction of records, and facilitate efficient operations.

**II. Document Retention**

The Organization follows the document retention procedures outlined below. Documents that are not listed, but are substantially similar to those listed in the schedule will be retained for the appropriate length of time.

**Corporate Records**

* Articles of Incorporation Permanent
* By-laws Permanent
* Board Policies/Resolutions Permanent
* Board and Executive Committee Meeting Minutes Permanent
* Fixed Asset Records Permanent
* IRS Application for Tax-Exempt Status (Form 1023) Permanent
* IRS Determination Letter Permanent
* State Sales Tax Exemption Letter Permanent
* Annual Reports Permanent
* Contracts (after expiration) 7 years
* Correspondence (general) 3 years

**Accounting and Corporate Tax Records**

* Annual Audits and Financial Statements Permanent
* Annual Reports to Sec. of State/Attorney General Permanent
* IRS 990 Tax Returns Permanent
* Depreciation Schedules 7 years
* General Ledgers 7 years
* Stock, Bond and Investment Records 7 years
* Business Expense Records 7 years
* IRS 1099s 7 years
* Journal Entries 7 years
* Invoices 7 years
* Sales Records (sales room, auction, raffle) 3 years
* Petty Cash Vouchers 3 years
* Cash Receipts 3 years
* Credit Card Receipts 3 years

**Bank Records**

* Check Registers 7 years
* Bank Deposit Slips 7 years
* Bank Statements and Reconciliation 7 years
* Electronic Fund Transfer Documents 7 years
* Donor Records and Acknowledgement Letters 7 years
* Grant Applications and Contracts 5 years after completion

**Legal, Insurance, Safety and Other Records**

* Copyright Registrations Permanent
* Insurance Policies Permanent
* Trademark Registrations Permanent
* Roster of Life Members of Friends of Ski for Light Permanent
* Conflict of Interest Disclosure Statements 7 years
* Participant Event Applications 7 years
* Participant Waivers of Liability 7 years

**III. Electronic Documents and Records**

All records may be stored in electronic form, rather than paper form, provided that the electronic copy: (a) accurately reflects the substance of the original record in an unalterable format, (b) is accessible and (c) is in a form that is capable of being accurately reproduced for later reference, whether by transmission, printing or otherwise. Electronic documents will be retained as if they were paper documents. Therefore, any electronic files, including records of donations made online, that fall into one of the document types on the above schedule will be maintained for the appropriate amount of time. If a user has sufficient reason to keep an email message, the message should be moved to an "archive" computer file folder.

**IV. Emergency Planning**

The Organization's records will be stored in a safe, secure and accessible manner. Documents and financial files that are essential to keeping the Organization operating in an emergency will be duplicated or backed up from time to time and maintained off site.

**V. Document Destruction**

The Secretary is responsible for the ongoing process of identifying records which have met the required retention period and overseeing their destruction. Destruction of confidential or financial documents will be accomplished by shredding.

Document destruction will be suspended immediately, upon any indication of an official investigation or when a lawsuit is filed or appears imminent. Destruction will be reinstated upon conclusion of the investigation.

**VI. Compliance**

Failure to follow this policy can result in possible civil and criminal sanctions against the Organization and its directors and volunteers. The Treasurer will periodically review these procedures with legal counsel or the organization's certified public accountant to ensure that they are in compliance with new or revised regulations.

June 13, 2021

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• IRS Determination Letter Permanent

• State Sales Tax Exemption Letter Permanent

• Annual Reports Permanent

• Contracts (after expiration) 7 years

• Correspondence (general) 3 years

Accounting and Corporate Tax Records

• Annual Audits and Financial Statements Permanent

• Annual Reports to Sec. of State/Attorney General Permanent

• IRS 990 Tax Returns Permanent

• Depreciation Schedules 7 years

• General Ledgers 7 years

• Stock, Bond and Investment Records 7 years

• Business Expense Records 7 years

• IRS 1099s 7 years

• Journal Entries 7 years

• Invoices 7 years

• Sales Records (sales room, auction, raffle) 3 years

• Petty Cash Vouchers 3 years

• Cash Receipts 3 years

• Credit Card Receipts 3 years

Bank Records

• Check Registers 7 years

• Bank Deposit Slips 7 years

• Bank Statements and Reconciliation 7 years

• Electronic Fund Transfer Documents 7 years

• Donor Records and Acknowledgement Letters 7 years

• Grant Applications and Contracts 5 years after completion

Legal, Insurance, Safety and Other Records

• Copyright Registrations Permanent

• Insurance Policies Permanent

• Trademark Registrations Permanent

• Roster of Life Members of Friends of Ski for LightPermanent

• Conflict of Interest Disclosure Statements 7 years

• Participant Event Applications 7 years

• Participant Waivers of Liability 7 years

• Participant Event Emergency Data Forms 1 month after event concludes

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VI. Compliance

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October 18, 2011

**I. Ski for Light Code of Ethical Conduct** / proposed “short version” revision September 2021, meant for check-box distribution to all event attendees:

*Ski for Light, Inc.* strives to enhance the quality of life and independence of adults with visual or mobility impairments, through a program of cross-country skiing. Because our success depends on trust—the trust between skiers and guides, of course, as well as among our wider circle of friends and supporters—we all must act with integrity, while working together to maintain a safe, healthy, and welcoming environment for participants, volunteers, and guests.

This Code of Ethical Conduct provides a statement of the values that Ski for Light (SFL) participants and leadership embrace. It also states our commitment to address, promptly and fairly, any behavior that interferes with the individual growth or the community development that we celebrate at SFL events. Registrants are expected to review the following and indicate their willingness to uphold these standards.

All SFL participants agree to:

1. Celebrate a diversity of social identities and treat all persons with respect.
2. Uphold SFL guidelines promoting the safety and good health of our community.
3. Follow all applicable federal, state and local laws.
4. Refrain from inappropriate behaviors including, but not limited to, bullying, endangerment, unwelcome verbal or physical conduct of a sexual nature, abusive language or other behavior detrimental to the best interests of SFL.
5. Honor our natural surroundings and be mindful of the fragile ecosystem that supports our sport.

Any participant who believes that they have witnessed or have been subjected to inappropriate behavior while attending an SFL event is strongly encouraged to report that to an SFL Executive Committee member. A process of inquiry, assessment, and resolution may follow, as outlined in the organization’s Ethical Conduct Policy statement (accessible on our website). Participants found to have violated the above expectations may face consequences, from being assigned a different skiing partner or roommate, up to and including being asked to leave the event with no refund of registration, and being barred from future events.

To accept this Code of Ethical Conduct and continue registration, please click  
**I agree**.

**II. Ski for Light Ethical Conduct Policy**/ proposed revision September 2021, to be made available on our website and reviewed annually by the Board

This Ethical Conduct Policy expands on the Code of Ethical Conduct distributed to and agreed upon by all SFL event participants, volunteers and guests. It is intended to encourage and enable any person involved with SFL to raise serious concerns internally, so that SFL can address and correct inappropriate conduct. The principles and procedures outlined here, subject to regular review by the Ski for Light Board of Directors along with legal counsel, should guide the leadership as we seek to keep our community healthy and safe, to treat everyone with fairness and respect, and to uphold our integrity as an organization.

We recognize, however, that no Ethical Conduct Policy can predict every difficult situation that might come up; nor do we expect our volunteer leaders to have the training and expertise required to investigate, assess, and mediate every dispute. We can only act in good faith, doing our best to mitigate harm for everyone involved.

To that end:

• **Promoting a culture of respect, equality and safety at Ski for Light is everyone’s responsibility**, and the work never ends. Some personal conflicts are inevitable at a weeklong recreational event attended by 200-plus adults of diverse backgrounds, abilities, and identities—but by communicating expectations clearly, understanding the situations where problem behavior might occur, examining our own implicit biases, checking in with our community and really listening when members raise red flags, we can prevent or resolve most issues before they become serious violations.

• We strongly encourage anyone involved with SFL who believes they have witnessed or been subjected to improper conduct to **promptly report the incident** to an SFL Executive Committee member. The Executive Committee includes the positions of President, Vice President, Secretary, Treasurer, two Directors-at-Large and the Immediate Past President. The Vice President will then take the lead in a process of inquiry and assessment, outlined below, unless the reported incident involves the Vice President; in that case, the Executive Committee member who received the report may steer the process, or designate another leader to do so. SFL leaders handling reports will respect the privacy of all parties involved and make every reasonable effort toward a safe, confidential, and fair resolution.

• If the incident being reported involves a potential or actual **violation of law**, SFL leadership shall immediately contact the appropriate authorities, and strongly encourage the victim to file a report with the appropriate authorities. SFL leadership will coordinate with local agencies as needed, and while working independently to ensure the safe continuance of our activities, will take no action that might compromise a criminal investigation.

• SFL will develop and maintain a **resource list** (ethics and compliance experts, mediators, mental healthcare providers, etc.) to support leadership in our enforcement of the Code of Ethical Conduct. If an incident being reported to the Executive Committee requires a formal investigation, behavioral counseling or other response beyond our expertise, SFL will call on the appropriate professional(s), to protect everyone involved and ensure a fair restorative process.

• **Our restorative process.** For reported incidents that can be handled internally, the Vice President (or other designated SFL Executive Committee member) will work with one other leader to assess the complaint, through confidential talks with the individuals involved; determine whether a violation of SFL policy or community values took place; and submit a report to the Executive Committee, recommending any corrective actions that may be appropriate. The Executive Committee shall endorse or modify the conclusions and recommendations of the report and take appropriate action to address the current improper conduct and prevent future similar conduct. The Vice President (or other designated Executive Committee member in charge) will inform those involved in the incident how it has been resolved, and will file a digital record of the report, assessment process and resolution to a limited-access “cloud” directory, for future reference by the SFL Executive Committee only.

• **Policy awareness, distribution, and implementation** will be as follows:

Event Participant Applications

Beginning with the event applications for the 2022\* Ski for Light International Week, and continuing annually thereafter, all International Week event participant applications shall include a numbered item containing the Code of Ethical Conduct, with a check box indicating the applicant’s agreement to adhere to the expectations outlined.

Reminder of Policy to all International Event attendees

Beginning with the 2022\* International Week, and annually thereafter, the SFL Vice President shall coordinate with the SFL President, Event Chair and Event Vice Chair to ensure that no later than one (1) week prior to the start of the International Week Event, an e-mail shall be distributed to all registered attendees providing a reminder of the Code of Ethical Conduct.

Annual Policy Review with SFL Board of Directors

Effective immediately, and every year thereafter, the SFL Vice President shall ensure a review of the Code of Ethical Conduct and related policies by the SFL Board of Directors during the annual meeting scheduled prior to the start of the International Week. Any substantive changes must be approved by legal counsel.

\*2023?