



4/21/2022 | 5 - 6:30 pm | Location: Elks Park Pavilion
3995 28th St, Boulder, CO 80301

ATTENDEES (QUORUM)

- Rhys Campbell
- Daan Zweers
- Meghan Varner
- Jenny Gerson
- Cilla Crocker
- Jane Scott

MEMBER ATTENDEES

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|-------------------|-------------------|------------------|
| 1. Rob Humphrey | 4. Gail Varner | 7. Larry McKeogh |
| 2. Summer Kennedy | 5. Carolyn Roche | 8. Bruce Deakyne |
| 3. Jean McCormack | 6. Elaine Collins | |

AGENDA TOPICS

- **Summer Schedule** (Jane, 5 mins).....1 & 2
 - Are we ready to publish the schedule?
- **Coaching Update** (Jane, 5 mins).....3
- **Summer Pass Cost** (All, 5 mins).....3 - 4
- **Summer Pass Start / End Dates** (All, 5 mins).....5
 - Discussion, possible decision.
- **Tri Team Summer Discount** (Jane, 10 mins).....7
 - Offering local tri teams summer discount
 - Decision: Y/N and amount?
- **Finance Update** (Rhys / Daan, 20 mins).....9
 - Open Water Finances
 - Financial Review 2021
 - High level Q1 2022 report
- **Operations** (10 mins).....10
 - Update on Status of Bookkeeper Selection
- **New Website Testing** (Meghan, 10 mins).....11
 - Update: Beta testing progress.
 - Decision: Agree on a go-live date?
- **Member Communications** (All, 5 mins).....12
 - Discussion: Email overload - revisit the agreement again about messaging members.
- **Marketing Strategy** (Meghan, 10 mins).....13 - 14
 - Review the Strategy Doc



SUMMER SCHEDULE

Are we ready to publish the schedule? - Yes!

- Indoor option at East Blder Rec all summer long for members that want to stay out of the sun
- City will not allow added padding (i.e. opening early so morning groups get full hour in)

May 2 – May 30, 2022 - (Scotty open 11am – 6pm)

Mondays & Wednesdays

6 – 7am	EB	4 lanes
7 - 8 am	EB	4 lanes
12 – 1 pm	EB	4 lanes
6:15-7:15pm	NB	3 lanes

Tuesdays & Thursdays

12 – 1 pm	Elks	6 lanes
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Fridays

6 – 8 am	EB	4 lanes
12 – 1 pm	EB	5 lanes

Saturdays

8 – 9 am	EB	5 lanes
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Sundays

8 – 9 am	Elks	6 lanes
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May 31 – Sept. 4, 2022

Weekdays 50 meters & Weekends 25 meters

Mondays & Wednesdays

6 – 7am	Scotty	4 lanes (50 meters)
7 - 8am	Scotty	4 lanes (50 meters)
12 – 1 pm	EB	4 lanes
6 - 7 pm	Scotty	3 lanes

Tuesdays & Thursdays

6 – 7 am	Scotty	3 lanes
12 – 1 pm	Scotty	4 lanes
6- 7 pm	Scotty	3 lanes

Fridays

6 – 8 am	Scotty	4 lanes
12 – 1 pm	EB	5 lanes

Saturdays (25 yds)

8 - 9 am	Scotty	6 lanes
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Sundays

9 – 10 am	Scotty	6 lanes
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Long Course vs Short Course at Scotty

- Short course on weekends due to the transition setup times being too long
- Long course meters - M - F
- Short course yards - S & Su
- Transitions will take place Friday and Sunday nights

Elks Updates for Summer

- Sunday?
 - Wall lanes too narrow
 - We can put more people in a lane at Scotty
- Times available not ideal
- Rob (manager of Elks) said it is okay if we do not swim there this summer and we can pick up workouts there in the fall

Spruce

- Not opening it is the plan
 - "Wait and see"
 - Winter tarp taken off today
- Not enough lifeguards still

South Boulder Rec

- Pool not opening

North Boulder Rec

- Open over summer - no BAM workouts

Lanes

- Quantity
 - 4 long course lanes max at Scotty weekdays
 - 5 lanes max at East Boulder Rec
 - 6 short course lanes max at at Scotty weekends
- Qty Adjustment Flexibility
 - City Pools
 - Adding Lanes - unlikely - tricky - other user groups using other lanes
 - Smaller workouts - going to bring lane count down to 3 for cost reduction
 - Tim the Aquatics Supervisor with city accommodating
 - With lane reductions where needed
 - Workout cancellations when needed (i.e. when lots of members will be out of town)

Pool Rental - Price of Lanes

- 2022 - Same cost as later year
 - **Action Item** - Meghan - Look up these costs from past minutes
 - Elks: \$10 per lane
 - Scotty Long Course: \$25 per lane

- East estimate: \$13 per lane
 - 2023 - Costs going up - don't know by how much yet
 - **Action Item** - Daan & Jean - add summer lane costs to financial forecast
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COACHING UPDATE

- **Action Item** - Jane - provide updates within next week
 - Working on filling out the schedule
 - Andy is leaving - moving to east coast
 - Andrew is on a trial
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SUMMER PASS COST

- **Swimmer Summer Behavior**
 - How many swimmers had the summer pass but never swam at Scotty or just Scotty?
 - Don't have stats – too difficult to track
- Traditionally about 70% of summer swimmers -
 - Non-members outside of just the summer
 - Lots of seasonal swimmers
- Pass Cost Summer 2021
 - \$125.00 per month
 - Reduced “Extreme” rate for people under 30 or over 65 would be \$100.00 per month
- **2022 Cost**
 - Cost of lanes still the same
 - This year will include the Res
 - Res costs pretty low this year
 - Still need to recoup some costs from members & OWS participants
 - Gate Entrance Fee
 - Members will have to pay gate fee on top of BAM pass
 - Adult (19-59)
 - \$11
 - \$9 residents/workers*
 - Senior (60+)
 - \$8.25
 - \$6.75 residents/workers*
 - *Resident/Worker Fees: Discount rate for those who either live, or are paid employees of businesses or organizations, within the city



limits of Boulder. If you need help determining your fee status speak with our team members at the front gate. Adult proof of residence/worker status required.

- **Registration Table –**
 - Working on preventing OWS participants from having to pay any additional fees outside of gate fee and BAM membership pass
 - Nominal costs just for OWS participants possible
 - i.e. \$1 required at registration table
 - Trying to avoid this
 - Previous – Res included in pass & no nominal fees
 - If participation levels are low...
 - First Option -
 - Nominal fee may need to be added
 - Second Option -
 - Our contract with the city is not binding for our full commitment all summer
 - If nominal fees aren't covering enough, swims can be canceled for the rest of the season
- **City Passes**
 - 6 month (Res season)
 - Paid in full. Non-transferable. Valid April 18 - Oct. 16, 2022 only. This pass will not be available for purchase after May 31. This pass includes entry to:
 - 3 Recreation center & outdoor pools
 - Boulder Reservoir
 - 19 - 59 years old
 - \$324 (Resident/Bldr Worker)
 - \$396
 - 60+ years old
 - \$243 (Resident/Bldr Worker)
 - \$297
 - **City Summer Fun Pass**
 - Have to pay additionally for OWS
 - Access to Boulder Parks and Recreation facilities from May 27 through Sept. 5, 2022. This pass includes entry to:
 - 3 Recreation centers & outdoor pools
 - Boulder Reservoir
 - 19 - 59 years old
 - \$186 (Resident/Bldr Worker)



- \$228
 - 60+ years old
 - \$141 (Resident/Bldr Worker)
 - \$171
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SUMMER PASS START / END DATES

- **June 2022**

- Winter pass expires end of May
- Moving forward with 3 Months:
 - June 1st/July/August for summer pass
 - Value Add for Swimmers? - Market lower cost
 - Attract seasonal swimmers
- Do not include May or September
 - Scotty will not be reliable -
 - Likely weather closures or early season close
 - May & September – Limited hours Scotty – 11am – 6pm
 - Back to indoors

- **September (around Labor Day)**

- Can go back to Elks
- Start the Fall Pass

- **Summer Membership Stats**

- Do we know the percentage of members that just do June/July/August?
- We do not have the stats

- **Pass Timeframe Extension**

- Discussed potential of pass overlap was discussed but found to be undesirable. Better to run passes back-to-back.
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TRI TEAM SUMMER DISCOUNT

- Offering CU tri team summer discount
 - School ends early May
 - Dave Sheanin - Assistant Coach
 - i. Need Reasonable price
 - ii. What have we given in the past? – doesn't know
 - iii. Action Item - Daan – look into and propose a cost
 - 1. Same as under 30 year old pass?
 - 2. \$100 per month (under 30 cost) \$299
 - 3. Adding on additional discount (5-10%)
 - iv. Logistics
 - 1. Offer on website
 - 2. Verify list from coaches
 - v. Extend to any other tri teams?
 - 1. Only for CU
 - 2. Goal is to keep it exclusively for younger triathletes
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FINANCE UPDATE

- **Open Water Finances**
 - Conducted Analysis in November
 - i. Fees for last year passes
 - ii. Income / Expenses
 - Recent
 - i. Larry negotiated – drop costs
 - ii. Down \$9,000 for summer
 - iii. No new equipment needed \$4,000
 - \$160 cost to us for every T/TH session outside of wages
- **OWS Financial Contingency Plan**
 - No obligation/commitment in the city contract if OWS don't work
 - Prevents burning money at the end of the summer if attendance is too low
- **2021 Financial Review**
 - Beginning of year, 2021 – Roughly \$75,000 in bank
 - Graph presented at meeting (Jan 2021 - Dec 2021)
 - i. Downward trend, steep slope
 - Projection given in March 2021 by H.Higgins
 - i. BAM will be in **\$2,000 in debt** by EOY if no changes made



- ii. High burn rate contributed to this
 - 1. Traditionally we have about a \$5,000 deficit on average per month
 - 2. In 2021 deficits trended higher between \$6,000 - \$100,000
- Summer through Fall 2021
 - i. Board made necessary financial cuts and decisions to save the organization from bankruptcy
- \$45k in the bank in summer 2021
- \$50k in bank fall/winter 2021
- 2021 Summary
 - i. Financial cuts that were made starting at the end of summer 2021 worked
 - ii. Cut burn rate
 - iii. Bankruptcy by Dec 2021 avoided
 - iv. On track for a more sustainable future
- **High Level Q1 2022 Report**
 - Protective Measure
 - i. BAM board established a new policy to prevent this from happening in the future
 - ii. If reserves dip below \$60,000 additional action will take place
 - **Action Item** - Rhys - Share projections spreadsheet with new board members
 - **Action Item** - Board & Meghan - Send finance update email to membership
 - i. General Recap
 - ii. How the club's doing
 - iii. Share policy
- **P & L**
 - **Jan 1 - Apr 21, 2022**
 - i. Total Income - \$64,021.34
 - ii. GROSS PROFIT - \$64,021.34
 - iii. Total Expenses - \$39,600.19
 - iv. NET OPERATING INCOME - \$24,421.15
 - v. Total Other Income (Donations & Interest) - \$720.35
 - vi. NET OTHER INCOME - \$720.35
 - vii. **NET INCOME YTD - \$25,141.50**

- **Important P&L Notes:**
 - All PPP loans are paid back now
 - Data skewed - annual passes need to run & will gradually deplete the remainder of the year - need more
 - **Income: Membership Dues & Pass Options**
 - Options Annual vs. Non-Annual
 - Only have around 50 members with Annual Passes
 - ~~Not good~~ Ideally want more
 - Majority of pass are punch passes
 - How to incentivize?
 - Prorated Annual Passes
 - Promote existing Spouse/Partner discount on Annual Passes (15% off)
 - Punch pass members can switch (upgrade) and get credit from remaining punches
 - Punch Passes
 - Difficult for a variety of reasons, i.e hard to track, swimmers
 - Still want to keep for swimmers that want the flexibility
 - Proposed adjustments
 - Expiration date
 - Roll out new punch pass policy this summer
 - Grandfather in previous punch members
 - What Draws and Keeps Members
 - Coaches
 - Pools
 - Community
 - Cost
 - Convenience
 - Quality workouts
 - Flexibility - Things we can do:
 - Injuries, illness, moving, etc.
 - Reimbursement model
 - Action Item - Board - work on a policy (fine print for passes)
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OPERATIONS

- **Lifeguarding - BAM Volunteers**

- How will we provide reimbursement for our guards?
 - i. If guard 5x or more - any bonus? - yes!
 - ii. Ideas:
 - 1. Swag - free sweatshirt
 - 2. Private volunteer party
 - 3. \$100 off next season's pass
- Training –
 - i. If guards 5x BAM will also pay for training
 - ii. 12 weeks of summer - OWS Res sessions
 - 1. Need 15-17 committed, dedicated and reliable guards to make it happen
 - 2. 25 have expressed interest; will see drop off
 - iii. Important Volunteer Lifeguard Trainings:**
 - 1. CPR Practical • TH 4/28 • 5 - 9 PM
 - 2. Lifeguard Practical • SU 5/1 • 12 - 3 PM • Elks Pool
 - 3. Res On-Site Walkthrough • T 5/24 • 6:10 - 7 AM • Boulder Reservoir
 - 4. Email Larry if you are interested and are not on the volunteer list yet:
larrymckeogh@gmail.com

- **Pools & Our Guards**

- Need 2 guards minimum
- Spruce – we cannot guard on our own
 - i. Only allow city guard to guard us
 - ii. Need a city guard chaperone for us to start guarding at the pool – could do this during regular hours – already have city guards on site - need to work with the city on this further
- Extend Scotty
 - i. Propose this to city for optimal hours outside of 11 – 6pm
 - ii. When we get to September
- Discount?
 - i. Will we receive one from the city if we provide our own volunteer guard?
 - ii. Not sure / unlikely – might just be for our convenience
- What if we hire our own guards?
 - i. \$20 own guards – need to pay more than the city

- **Status of Bookkeeper Selection**

- Need more time - At least another 2 weeks
- Working on interviewing candidates
- Working on rate negotiation

NEW WEBSITE TESTING

- **Update: Beta Testing Progress**

- Stage 2
 - i. Beta testing
 - 1. 4 beta testers so far - Thank you!
 - 2. Would like more for a more representative sample size
 - ii. Focus Areas –
 - 1. Passes & Pricing • Registration • Workout Signup • Schedule • Automations
- Billing
 - i. **Action Item** - Daan - tie bank account and PayPal to Wix
 - ii. Set up a testing environment where testers do not need to put in their payment method
- Stage 3
 - i. Staff & Board Training
 - 1. Jane –
 - Sending emails
 - Updating schedule & workout signup
 - 2. Operations –
 - New registrations
 - Billing, Passes & Pricing
 - 3. Best practices – updates and maintenance
- Stage 4
 - i. Formal invite to active members
 - ii. Use this site moving forward
 - iii. Shut down CA - **Action Item** - Team - Need to establish that date
 - iv. Intake organic inbound users
- Stage 5
 - i. Outbound Marketing - Market to the “masses”
 - ii. Change our web address everywhere – Google business listing, social, etc.
- Launch
 - i. Contingent on data migration
 - ii. Mid-Summer

- **Data Migration**

- Dry run – fake migration
 - i. Build a sandbox
 - ii. Replicate the site for testing
 - Big Bang
 - i. Write a migration plan
 - ii. Migration needs to happen during biggest workout gap – Sat or Sunday
 - **Action Item** – Jenny, Daan & Meghan - Regroup on data migration strategy & tactics
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MEMBER COMMUNICATION

- Email Overload - revisit the agreement again about messaging members.
 - Averaging 12 emails per month over the past 6 months
 - Too many emails
 - Repeat emails
 - Don't need workout confirmation emails from Sign Up – automatic - we can't remove until we move away from SignUp.com
 - Suggest segmentation when Wix launches - only email relevant members i.e. workout updates to just members signed up for workout
 - Data will be cleaned with migration to new website and resolve a lot of these concerns
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MARKETING STRATEGY

How to Promote Summer Schedule / Pass / Open Water Swims at Boulder Res

Outbound & Inbound Strategies

- **Target Audience**
 - Current Members – dive into their demographics for more effective targeting (how to reach them most effectively)
 - i. Where do people live?
 - ii. Age
 - Triathletes
 - OWS/Marathon Swimmers
 - Past & current members - use ClubAssistant
- **PRIMARY FOCUS:**
 - Low-hanging fruit:
 - Inbound Marketing – Pull people already interested in our organization or are a part of our organization
- **Objective** – pique interest, convert into a member, retain, bring back
 - Website
 - i. Homepage announcement
 - ii. Update page “Events and Open Water”
 - iii. Update Schedule
 - Search Engine Optimization
 - City Support – promote on their channels
 - i. Open water swims – Ali
 - Email – newsletter
 - Word of Mouth & member referrals
 - Content marketing – current follower engagement
 - Automations on Website
 - i. Abandoned cart
 - ii. Your pass is about to expire
 - iii. Etc.
 - Reviews (Google, Facebook)
- **SECONDARY FOCUS:**
 - Outbound Marketing – Promote to people unaware of our organization
- **Objective** – Raise awareness & interest - collect email/contact info for follow-ups
 - Social media

- i. Target niche groups i.e. 70.3 Boulder group
 - ii. Target paid ads
 - iii. Boost posts
 - iv. Events
- Affiliates & Partnerships
 - i. Other gyms
 - ii. Relevant fitness orgs
 - iii. Flyers at locations & other group newsletters
 - iv. Colorado Multisport
 - v. USMS
 - vi. COMSA
- Influencers
 - i. Athletes with best following
 - ii. Idea: Pass deals in they pull in certain qty of members or other KPIs (key performance indicators)
- PR & Community Outreach
 - i. Publications, blogs, etc.
 - 1. I.e. 303Endurance, TriFind
 - ii. Parents of Swim Teams
 - 1. C.A.R.A. teams (non USA Swimming club teams for youth swimmers)
 - 2. BVSSL
 - iii. Markets that do not have Masters programs or access to go pools
 - 1. Northside of town to N Denver
- Sponsors
- Events
 - i. Mixers
 - ii. Recruitment night
 - iii. Competitions:
 - 1. Stroke and Stride
 - 2. Mountain Swim Series
 - 3. Hoorsetooth
- **Action Item** - Meghan - Marketing Budget - Collaborate with Daan and provide proposed budget that fits within our finances
 - Need board's review and approval - estimates between \$100 - \$500 per month
- **Action Item** - Meghan - establish measurable goals, data analytics spreadsheet,