

Executive Committee Meeting Minutes
Warriors & Quiet Waters
May 14, 2019

- Called to Order: 3:00pm
- Present: Brian, Tom, Ed, Diane, Eugen, Faye, Mike (corporate secretary)
- Program Subcommittee Update Faye/Brian
 - Program Development
 - Contacted Boulder Crest Retreat for MOU for fine details on Warrior PATHH (Progressive and Alternative Training for Healing Heroes) program.
 - BCR has \$20M grant to pay for training and 7-day onsite retreats.
 - Biggest Concern – If we took it on in Oct. '19, only have to do 3 retreats, but first full year would be 12 7-day retreats. We deliver their program; main resource commitments to WQW are recruitment 4 staff that would go through training to run the retreats.
 - Faye – 18-month program for post 9/11 combat vets and first responders. First 7 days onsite with 6-8 participants, delivery team is 2 people for each retreat.
 - 18-month training process for “staff” but can start delivering after 6 months. They recommend 2 staff go through, then after a few months, another 2.
 - Retreats could be back to back or spread out over a period of time. The 4 instructors don't have to do every one.
 - Diane – After WQW is done with 7-day event, then BCR takes over and does remaining 17+ months? Yes, confirmed by Faye.
 - Brian – Can't be volunteers. Faye will double check this.
 - Tom – Is it therapeutic or clinical?
 - Faye – Therapeutic and not clinical. Same values as WQW.
 - Tom – Is this an opportunity to use ranch in off-season?
 - Faye – Yes, fits into our model.
 - Diane – Is their desire to do this with other groups? And why?
 - Faye – Yes, and to spend \$20M. They want to scale program. They currently have sites near DC and Scottsdale, AZ. Looking for locations that benefit vets geographically.
 - Diane – Recruitment could look at WQW alumni?
 - Faye – Yes, but need to expand beyond.
 - Next step is to look at the fine print. Chris/Saul are interested, but not as trainers. Both think BCR is doing good work and have a good reputation. Saul thinks we should pursue partnership with Commit Foundation instead of BCR.
 - Diane – 12 events is a significant bite. How about 3-4?
 - Brian – Yes, we didn't say we would do 19 FXs in the beginning of WQW.

- Faye – They are keeping the model at 12 per year. Looking at us coming on in 2020.
 - Ed – What kind of results? Any evidence?
 - Faye – Similar results as us. Is it working? Yes, they have evidence. Marcus Foundation has been there since day 1. Would not have gave BCR \$20M without researching. Anne Meree (CF) suggested we partner with them.
 - Diane – Can trainers (Chris/Saul) can go through the program as participants?
 - Faye – Chris and Saul could go through the program. Couple hours a month commitment. If we find the right volunteer, we could transition it into a paid position.
 - Eugen – I’m conflicted. But don’t doubt program, worried about branding, human capital concerns, which we don’t understand yet.
 - Brian – We run program as BCR curriculum. We can still show in our AR, and to donors, etc.
- Commit Foundation
 - Faye – Their focus is on high functioning, transitioning vets. Focus on what vet wants to do in transition workshops. Variety of add-on programs, mentors, etc. They do it all over the country, even at QWR. Anne Meree and I have been talking for years about partnering. Similar to CFX but different. Anne Meree thinks we should deliver as one product (do it on the R&R day) or offer several multi-day workshops. Possibly pilot in December.
 - Brian – We would fund to bring vets here.
 - Diane – Our staff or their staff?
 - Faye – Their staff, but we could get our staff trained.
 - Eugen – Program is more dealing with participants that want to succeed, not hand holding. Team them up with areas of interest. They bring in Generals and high-profile people. It’s a natural fit, maybe do with 2nd year alumni.
 - Faye – They have 10 staff, with 4 in Bozeman, the rest virtual.
 - Tom – What is their success rate?
 - Faye – I’ll gather info and send it out. Saul has been through program.
 - Diane – Sounds like 2 good potential programs.
 - Faye – Aaron, Mike and Saul met to work on Logic Model Framework. Also, followed up with Ali re Cognitive Behavior Therapy incorporation into FXs. She’ll let us know when she is available.
 - Diane – I’m volunteering with “Casting for Recovery” and they incorporate Mindfulness in each retreat, with a facilitator.
- Current FX Season Update
 - Faye – Going great, last FX was with Special Forces. Female FX last week with 5 warriors. A few backed out beforehand.

- Brian – Season going well. Difficult to recruit active duty guys. We may have problems fielding more AD guys.
 - Eugen – FX [he was a companion] was good, they were already a team, so they felt good. Issue with our guide, which Lawrence is aware and addressing.
 - Program Update to the full board as the first item after the consent agenda
 - Brian – We will do a program update at the beginning of every board meeting. Make sure I put on the agenda.
 - Brian – Maximum of 5-minute update
 - Faye – We could call it a “Mission Moment”
 - Eugen – Snap shot to date. Year to date, Inception to date, XX% of season complete.
- Financials
 - Things look bright. Received another \$1.5M from our benefactor (name withheld). Spoke with Shannon at JP Morgan. There will be another \$192K deposited from same donor.
 - M&M endowment is at \$4.6M, goal was \$2M. With a 5% annual withdrawal, this would be \$230K/year. We won’t spend that much out there. We will have to look at our budget.
 - Brian – We need to consider that we will use the ranch more.
 - Ed – We won’t approach \$230K. What do we do about capping the endowment? Can we put toward Uihlein Endowment? We need to push our benefactor about programming.
 - Tom – Put together an operating and maintenance budgets. Do we need something? How about at the office?
 - Faye – M&M is only for ranch.
 - Faye – expenses run about \$100K/year.
 - Brian – Can we transfer 5% to Uihlein Endowment?
 - Ed – I don’t think benefactor would be against it.
 - Eugen – Capacity Matrix – what will it take [increased operating expenses] if we are at full capacity?
 - Ed – We need to get budget done before we can decide.
 - Eugen – Not just 2019 budget, but beyond.
 - Ed – Need to know how much to support 35 events. What would it cost?
 - Ed – We have 60% equity, 40% fixed income for endowment. Right now it’s about 50/50. So we are selling to even out to 60/40 again. So far we are up 10% for the year. For DA Davidson, the allocation is different. In the BDOR we have \$1M, goal was \$800K. Do we move money to program endowment? We have \$500K in deferred gift annuities.
 - Ed – No issues. Shannon (JPM) and Webster (DAD) said no one knows when there will be a recession. Our investments are up 10%. We aren’t having trouble with money right now. Revenue – we want to raise \$1.8M to operate this year. \$1.4M is from traditional methods. Anticipate we will make goals for WTF. We are in good shape. Expenses – No critical issues to discuss.

- Tom – Requested & received current donor stats. Concerns about donor changes (retention, size of donation)?
 - Faye – Conclusion – not concerned about # of donors going down. Need to focus on recruiting new donors as we should have more donors for our size.
- Eugen – WTF will help. Lower level, new people.
- Ed – Be careful to not get over confident.
- Brian – Every airplane ticket for FX2 cost \$1,000. Budgeted for \$800. As more warriors come back as companions, this will increase.
- Caretaker House Update Eugen/Faye
 - Caretaker House Construction
 - Eugen – House is now textured out, painters there this week, siding is ½ complete, costs coming in good. Paving to create loop for guides. RV slip is not near house.
 - Ed – Paved pad, is it needed?
 - Eugen - \$1,600 cost, which is minimal.
 - Brian – Cost to oil county road? I would suggest we do that.
 - Eugen – Not expensive, but not sure of exact cost.
 - Faye – We are the primary user of the road.
 - Ed – I can talk to Shawn, our neighbor, about it.
 - Faye – House driveway. Did Ed and Chris comment? Are we spending \$21,000?
 - Ed – Caretaker House group can't make that decision.
 - Ed – Do we charge Sam for this or eat it?
 - All agreed paving would be at the expense of WQW.
 - Brian – No BoD approval required for road repaving. All agreed.
 - Tom – Is main driveway damaged?
 - Eugen – No, but right before asphalt there is a large divot.
 - Ed – Wait until the county grades the road to fix that.
 - Diane – move to proceed with road paving as shown in mock-up (recommended by Eugen & Ryan); Brian – Second; unanimous.
 - Funding Process
 - Faye – Jim McCray is working Sam's right-hand man John. Stated that they thought it was \$300k, not \$426K project. It was three years ago when dialogue was initiated; with delays (mainly on their part), current climate has dictated increase. No update as of yet but John intends to speak to Sam this week.
- Office remodel options Faye
 - Moving forward with cubicles only. We will look at 2020 budget and submit a capital request once we know more about what we need.
- Guarantor of Credit Cards Discussion Faye
 - Faye – Any CC we are approved for requires someone in org to be guarantor. Based on discussions in my ED network, it is normally ED or Treasurer. Application doesn't affect personal credit, but issues can arise if org can't pay CC bills. Propose to draft document stating that WQW is responsible if payments aren't made (sell properties, etc.).

- Tom – Can we get a JP Morgan Credit Card that would eliminate this need [given the \$ we have invested with them]? Faye will reach out.
- Ed will initiate the write-up of the legal document draft referenced above.
- Warrior Taste Fest Update Eugen/Faye
 - Eugen – NAB/Jim McCray working it. At capacity for restaurants, breweries, distilleries and artists. Need to make sure everything is branded, push out marketing in June. We have comped tickets to donors, friends of WQW, etc. Individual tickets are \$50.
 - Brian – How has NB/Staff interactions been?
 - Faye – Better but need roles and responsibilities in future.
 - Eugen – Challenges may be result of we haven't met as a group. Jim will be in town soon, should do a face-to-face meeting.
- CUP update. Eugen/Faye
 - Faye – Moving forward w/ Neighborhood Potluck on Sunday. Last Monday we sent invitations to all neighbors plus some volunteers that live nearby. Only person that could be a distraction is Foster/Cathy Mobley. We have not met, but they RSVP'd.
 - Eugen – No lawyer will be there.
 - Faye – Ryan is going to call those that have not RSVP'd.
 - Brian – It's in our best interest to be a good neighbor.
 - Ed – Any thoughts on follow-up if there is some potential of getting sued?
 - Faye – I asked Susan, and she recommend we do nothing.
 - Eugen – County would have to rule on something that they don't have purview over.
 - Tom – Include section on “being a good neighbor” as part of FX volunteer process.
 - Eugen – We do in the volunteer meeting. Slow down on main roads when driving out to QWR, etc.
 - Eugen – We can talk to them about how many trips, about the need and see where it goes. Have Faye talk about number of vets out there.
 - Faye will prepare agenda and talking points to staff & board attending.
- Review Staff Compensation Policy Faye
 - Faye – Mike wrote up and it is part of our tasks in the strategic plan. Gives staff and managers an objective evaluation tool.
 - Brian – This is appropriate for the BoD to vote on in June.
 - Faye – Looking for feedback by the end of May.
- Update on ED Evaluation Standards Brian
 - Diane, Tim, Brian meet before next BoD meeting for objective evaluation.
- Items from the Floor
 - Tom – Any issues with launching our FX earlier in the year?
 - Brian – Only one issue, hard to find places to fish. But it got done.
- Excuse Mike from remainder of meeting at 5:25pm for a closed session.
- Adjourn: 5:46pm (as provided by Diane Bristol).