



Helping Communities Leverage Their Outdoor Recreation Assets

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Outdoor Recreation Council of Appalachia (ORCA)

Board Meeting Minutes

Thursday, December 18, 2025 | 1:02 PM | Prepared by: **Delia Palmisano**

BOARD MEMBERS PRESENT

- Tim Warren
- Steve Patterson
- Jay Kline
- Tammy Hawk

OTHERS PRESENT

- Jessie Powers (Executive Director)
- Sarah Ciciora (Finance Administrator)
- Elle Dickerman (Sustainable Recreation Director)
- Delia Palmisano (Communications & Philanthropy Director)
- Quynh Phung (AmeriCorps Member)
- Sky Pettey (Legal Counsel)
- Ty McBee (McBee Strategy & Resilience Group)
- Zach Space (Sunday Creek Horizons)
- Michelle Bolin (Sunday Creek Horizons)
- Bob West (Athens Bicycle Club President/AWOADC board member)
- Amy Renner (AWOADC Board President)
- Malcolm Idelman (Athens Bicycle Club)
- Bob Eichenberg (Athens Bicycle Club)



CALL TO ORDER

The meeting was called to order at approximately **1:02 PM** by **Tim Warren**. A quorum was confirmed.

AGENDA REVIEW & APPROVAL

A motion was made to approve the agenda with amendments to include:

- A nonprofit board update
- A discussion with Sunday Creek Horizons representatives following the strategic planning update

Motion passed unanimously.

APPROVAL OF PREVIOUS MEETING MINUTES

The Board reviewed and approved:

- **November 13, 2025 Board Meeting Minutes**
- **November 21, 2025 Emergency Board Meeting Minutes**

Motion to approve the November 13 meeting minutes, Tim Warren. Second, Tammy Hawk.

Motion to approve the November 21st emergency meeting minutes, Jay Kline. Second, Tim Warren.

Both sets of minutes were approved by motion.

STRATEGIC PLANNING UPDATE

Ty McBee (McBee Strategy & Resilience Group) provided an overview of a proposed **half-day facilitated workshop** intended to:

- Identify organizational alignment and divergence
- Surface strategic priorities



- Create clarity for next steps toward a full strategic plan

The Board discussed incorporating workshop outcomes into the fully envisioned larger scale strategic planning process previously agreed to by the Board, requiring the service to be publicly procured.

Amy Renner stated any firm completing the larger strategic planning process would likely wish to participate in a visioning workshop and need that information to inform plan development.

The Executive Director highlighted likely timeline similarities between coordinating a stand-alone strategic planning workshop with the identified stakeholders and alternatively advancing development of the full strategic planning process in a single effort by publicly procuring contract services.

Board discussion continued with agreement that:

- ORCA Board, AWOADC Board, Wayne National Forest, and partner jurisdictions will be invited to participate in a workshop provided by McBee Strategy and Resiliency Group.
- McBee Strategies will provide an updated scope of work clearly reflecting invited groups and scope of services discussed.
- Staff will incorporate the workshop structure into the strategic planning RFP draft for Board discussion at the next meeting.

No formal motion was required at this time, as the Board previously approved proceeding with the initial facilitated workshop with the inclusion of the full ORCA Board in any written correspondence and strategic workshop planning.

SUNDAY CREEK HORIZONS DISCUSSION

Zach Space and Michelle Bolin attended to clarify recent concerns raised during the Emergency Meeting and to discuss contract direction.

Key discussion points included:

- Clarification that Sunday Creek Horizons has not engaged in lobbying since passage of the state budget bill July 1, 2025.
- Need for more consistent reporting of deliverables (monthly or quarterly summaries)
- Staff concerns regarding responsiveness, documentation, and contract clarity around eligible expenditures
- Board emphasis on improving communication and aligning expectations moving forward



The Board agreed that any continuation of services will be determined at a later date and considerations will include:

- Provision of outstanding monthly reports, July to present.
- Contractual clarifications outlining the separation of lobbying vs. non-lobbying activities.
- Consideration of contract restructuring and/or cost adjustments

LEGAL UPDATE

Sky Pettey provided recommendations/ updates on draft policy development and compliance requirements, including:

- Draft Fraud, Waste & Abuse policy recommends revisions to most closely align with Ohio law and provide useful information about reporting.
- Draft Personal credit card reimbursement policy addition, recommends revisions to also include sales tax guidance from the Auditor of State.
- Recommended addition of a Cybersecurity policy and required training obligations to follow Auditor of State recommendations.
- Clarification: ORCA Executive Director is responsible for day to day operations management under the guidance of the ORCA Board. Board Chair and Board Members conduct day to day operations and management duties in absence of an Executive Director.
- Providing all board members written communications regarding decisions and contract services involving all jurisdictions is required. Copying the full board on emails regarding business impacting all members is advised.

Sky will revise and circulate updated draft policies for review for discussion at the next board meeting.

NONPROFIT BOARD UPDATE (AWOADC)

An update was provided regarding newly elected nonprofit officers:

- **President:** Amy Renner
- **Vice President:** Brian McCarthy



- **Treasurer:** Adam Hepworth
- **Secretary:** Laura Olbers

The Board noted that former board member Jack Pepper has resigned and remaining administrative updates (bank access, documentation) are underway.

FINANCIAL REPORT

Sarah Ciciora reported:

- ORCA received **\$750,000** from ACGP grant for development costs.
- ARC POWER reimbursement remains pending.
- ORCA remains financially positioned to complete construction and project obligations through year-end.
- Cost of Living Allowance salary adjustments at the federal rate of 2.8%, totaling approximately \$38,000 across four positions (excluding the newly authorized temporary administrative role) costs were shared with the Board.

MAINTENANCE REPORT

Elle Dickerman provided updates on volunteer and maintenance efforts, including:

- **October 155 volunteer hours, 14 Volunteers Engaged, 2 New Volunteers**
- **November 355 volunteer hours, 32 Volunteers Engaged, 21 New Volunteers**
- Athens High School “Make a Difference Day” participation
- Veterans Day National Day of Service volunteer group
- October Monthly Maintenance Day
- Wayne National Forest Chainsaw Certification Training provided for Baileys responders and other volunteers

Jay Kline mentioned upon completion of Buchtel-Snow Fork trailhead Nelsonville-York Students can assist with maintenance efforts.

COMMUNICATIONS UPDATE

Delia Palmisano provided year-end communications highlights:



- Facebook: **5,903 followers**, +450 for the year; ~390,000 views
- Instagram: **3,271 followers**, +572 for the year; ~155,000 views
- LinkedIn (created January 2025): **228 followers**
- YouTube launched September 2025 with two conference-related videos
- Five original Baileys blog stories published; two picked up by local/regional media
- One national feature published in **Singletracks**

BOARD UPDATES

Tim Warren reported that the Village of Nelsonville approved a resolution allowing **SOPEC** to install EV chargers near a local park site, pending final signatures and submission.

Tammy Hawk reported that Connaught Cullen would be serving on the ORCA board going forward as the Village of Chauncey representative.

MOTION TO ENTER EXECUTIVE SESSION

A motion was made and seconded to enter Executive Session to discuss personnel. Executive Session participants included ORCA Board members and legal counsel.

RETURN FROM EXECUTIVE SESSION

The Board returned from Executive Session. No action was taken during the Executive Session.

ORCA PERSONNEL DISCUSSION

The Board discussed staff salary adjustments moving into 2026 and identified a need to establish a formal annual staff evaluation process moving forward.

Key points:



- Annual staff evaluations will be implemented. The Executive Director will be evaluated by the ORCA Board. The Executive Director will continue to evaluate staff performance, consistent with organizational structure.

MOTION – COST OF LIVING ADJUSTMENT (COLA)

A motion was made and seconded to approve a **2.8% COLA increase** for ORCA staff, with the addition of formal performance evaluations for the Executive Director beginning in 2026, with an emphasis on effective communication.

Jay Kline made a motion to approve the 2.8% COLA increase. Tim Warren seconded the motion.

Motion passed unanimously.

ADJOURNMENT

Tim Warren made a motion to adjourn was made and seconded by Tammy Hawk. The meeting adjourned shortly thereafter.