

Denver Group Council Minutes  
Dec 10, 2014

**In Attendance:** Dave Hutchison, Grover Cleveland, Brian LeBlanc, Sandy McRae, Alex Petre, Maddie Philley, Kevin Schaal; **Absent:** Linda DuPuis, Valerie Walker, Roger Wendell;

**Guests:** Jerry Helmke, Fred Griest, Brian Kinney.

1. **Call to Order:** Dave called the meeting to order at 6:30 pm.
  
2. **Approval of November Minutes:** The November minutes incorrectly stated that the final 2015 budget showed a bottom line of \$6286. The Denver Group Council Treasurer, Alex Petre, pointed out that the correct value should have been \$5078, which is essentially no different than what it was on the 2014 budget. After making this change, the November meeting minutes were unanimously approved.
  
3. **Financial Report:** The monthly financial report was not available at the time of the December meeting. Alex will distribute it when it becomes available.
  - The DG budget is attached. Compared to 2014, revenue is unchanged, as mentioned above. The decrease in projected room changes for 2015 of \$5675 is partially due to State CMC granting Denver Group a waiver for fees for room charges related to leader training and development. The deficit in the Total Administrative and General category is due to the projected loss of membership and the resultant decrease in dues collected. A partial offset to this decrease is a reduction in Fees For Services from State CMC that was successfully negotiated last year by Neil Schliemann.
  
4. **Status of Denver Group Trail Work:** An excellent presentation on the status of DG's Trail Work Program during 2014 was presented by Jerry Helmke and Fred Griest. The complete report is attached. The primary take-away from this presentation is that there has been a significant decline in member participation in trail work and requests for increased volunteer participation have been unsuccessful. As a result, the leadership of the Trail Work Program is asking if Council can take actions which would help reverse this trend. Jerry and Fred reminded Council that articles have been published in the Mile High Mountaineer during 2014 and in Over the Hill Gang Club's monthly newsletters, but to little or no avail.
  - Another problem mentioned was that there are only seven or eight 8 volunteers who are trained to be crew leaders, this despite the program being in existence for 20 or more years.
  - Jerry and Fred mentioned that a significant problem occurred in 2014 where six trail work days were improperly entered into the activity schedule, therefore there was little to no participation for those work days.
  - Unless the Trail Works Program is reinvigorated, its continuation is in jeopardy.
  - Jerry and Fred mentioned that it has become harder and harder to get volunteers to commit to participating in multiple trail work days during the active work season. As a result, Council commented that it may be more effective if the number of days was reduced provided that a larger work force could be guaranteed for the fewer sessions that are actually scheduled.

- Council mentioned that it might be beneficial if the Trail Work Program was reorganized under the DG Conservation Section.
  - Council was reminded that Roger Wendell is Council's ad-hoc member working actively with the CMC Conservation Department and Denver Group's Trail Work Program.
  - Brian and Linda will act as primary liaisons between DGC and the Trail Work Program.
  - Congratulations go out to Denver Group Council member Grover Cleveland who was the 2014 Volunteer of the Year for the CMC Trail Works Program. Grover, thanks for your hard work, dedication and exemplary support of this vital program.
5. **Denver Group Council Norms:** Council discussed the list of Norms as originally prepared in 2005 (see attached) and moved that the first bullet point reading "*Denver Group Council members will not forward other Council member e-mails without the sender's permission*" **be changed to** "*Denver Group Council members will assume all e-mails are open communication documents unless it is specifically requested they not be forwarded*". The motion was unanimously passed.
6. **Manual for New Councilors of the Denver Group Council; 2014 – 2015 Edition:** Council President, Dave Hutchison, distributed a very comprehensive manual to all councilors.
- Request was made to add the Code of Conduct Policy to the above mentioned manual. The CMC Code of Conduct Policy, dated 7/17/10 is attached to these meeting minutes for reference.
7. **Long Difficult Hikes:** Over the past several months, DGC has been considering a hike classification called Long Difficult Hikes (LDH) to be added between the C and D hike classifications in response to a few selected complaints by member trip leaders. In previous meeting minutes this hike classification had typically been referred to as Long Difficult C Hikes or LDC. Councilors are encouraged to read the attached explanatory note entitled *LDH - Questions and Issues* prepared and distributed by Dave during the December DGC meeting for a review of the background of the LDH issue and a definition of what would constitute an LDH hike.
- After considerable discussion regarding the LDH issue, Council unanimously passed a non-binding resolution to take no action at this time in regards to adding the LDH hike classification.
8. **Summit Seekers:** Summit Seekers is the special section within the Denver Group for members in their 40's and 50's. During the past year or so, there has been an effort to re-invigorate this group, led by Johnine Pietroski. It was reported that this section has become more active, perhaps more so than Council was aware of, and that their membership stands at approximately 25 members. Their success is very encouraging.

9. **2015 Goal Setting:** Each Councilor was asked to jot down three issues he or she felt should become an area for which a 2015 goal would be established. The following list was developed and the number of Councilors listing each item is noted. The top half of the Table below lists the issues chosen to be further developed into 2015 goals. The remaining issues listed by Councilors are listed in the bottom half of the Table.

Issues Chosen to become 2015 Goals	# Times Listed	Comments
Membership / New Members	3	Many related facets to this complex issue
Conservation / Service	2	April is month when DGC should work on an activity
Website	2	Fix DG website or migrate to Parent website?
DG Schools Open to Non-Members	1	
<b>Issues Listed but Not Chosen</b>		
Issues Listed but Not Chosen	# Times Listed	Comments
Improve Value for Members	1	Part of Membership / New Member Issue
Dues Structure	2	This is a state issue
Increase Number of Technical Outings	1	
Mentoring Program	1	
Social	1	Should NOT ignore this issue
Increase Member & Leader Participation	3	Part of Membership / New Member Issue
Summit Seekers	1	

10. **January Meeting:** The January meeting of DGC is scheduled for Jan 14 at 6:30 PM and Alex will bring snacks.
11. **Adjournment:** Meeting was adjourned at 9:00 PM

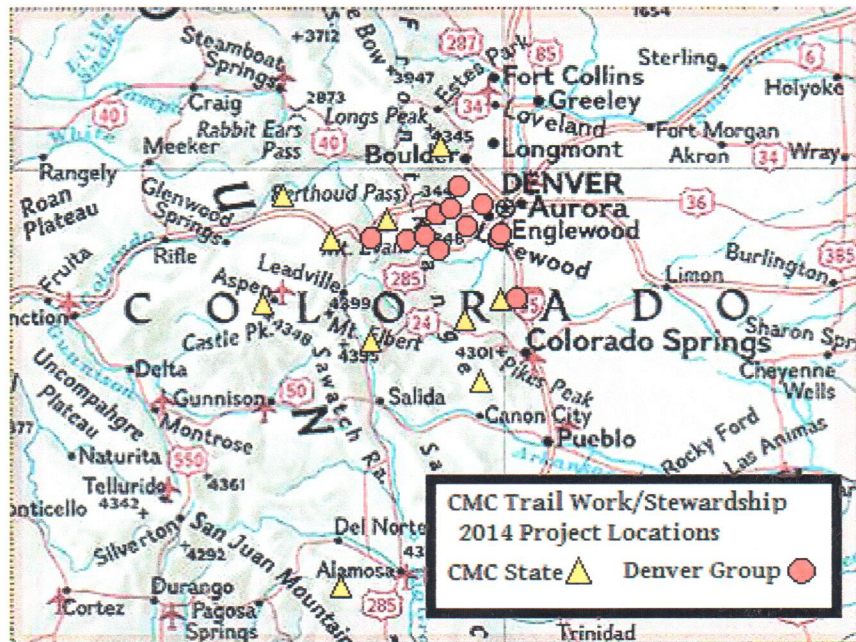
Respectfully submitted,  
Kevin Schaal      1/10/15

**Attachments:** DG 2015 Budget, Status Report of 2014 Trail Work Program, Denver Group Council Norms, Code of Conduct Policy, Long Difficult Hike – Questions and Issues

<b>Denver Group Budget</b>	<b>FY 2014-2015</b>	<b>FY 2013-2014</b>
<b>TOTALS SCHOOLS</b>		
Total School Revenue	108,490	108,065
Total Expense	(54,669)	(51,667)
Total Room Charge	(28,575)	(34,250)
Total School Net Income	25,246	22,148
<b>TOTAL SECTIONS</b>		
Total Revenue	12,775	11,770
TOTAL EXPENSE	(8,707)	(8,689)
Total Room charges	(3,350)	(3,400)
Total Section Net Income	718	(319)
<b>TOTAL A&amp;G</b>		
REVENUE	83,105	102,088
EXPENSES	(101,616)	(114,587)
ROOM CHARGES	(2,375)	(4,275)
A&G Net Income	(20,886)	(16,774)
<b>GRAND TOTAL REVENUE</b>	<b>204,370</b>	<b>221,923</b>
<b>GRAND TOTAL EXPENSE</b>	<b>(164,992)</b>	<b>(174,943)</b>
<b>GRAND TOTAL ROOM CHARGE</b>	<b>(34,300)</b>	<b>(41,925)</b>
<b>GRAND TOTAL NET INCOME</b>	<b>5,078</b>	<b>5,055</b>

### CMC Trail Work Programs

The map below shows 2014 trail work project locations for CMC (State) vs Denver Group (DG). While a few of the same projects were claimed by both programs in general DG worked the Denver adjacent Front Range and State worked elsewhere. The season of the two programs mostly overlapped with projects on many of the same weekends. State Conservation Manager Julie Mach administered the State projects and I spoke with her recently about that program. She avoided scheduling the Front Range to not compete with the many other groups (DG and list below) doing trail work in that area. Several State projects were partnered with other groups and a number were multi day (all DG trips were single day). Typical State turnout was about 6 CMC people and 2 trips were canceled due to insufficient turnout. It appears programs of DG (20 years old) and State (4 years old) suffer similarly from lack of participation. If DG discontinues its program Julie said she *might* schedule a few Front Range projects but nothing close to make up for what DG has been scheduling. Colorado Springs and Ft Collins Groups can turn out a few people but typically in areas adjacent to their respective cities.



### Front Range Volunteer Trail Work Groups (and relation to DG)

#### Wild lands Restoration Volunteers (WRV) [www.wlrw.org](http://www.wlrw.org)

Large, successful, 15 year old Boulder based group specializing in back country restoration. Trail maintenance and construction is done usually only as part of a larger restoration project. CMC contributed \$1000 and Boulder Group contributed \$2500 to this group in 2014. DG has partnered with WRV in the past and DG members sometimes participate in WRV projects instead of DG projects. So WRV is both a competitor and a friend. (TO per trip 100+)

#### Volunteers for Outdoor Colorado (VOC) [www.voc.org](http://www.voc.org)

Large, successful, 30 year old Denver based group doing all types of back country work. Trail maintenance and construction projects are common. Similar to WRV, VOC is both a competitor and friend. (Turnout per trip 100+)

#### Colorado 14er Initiative (CFI) [www.14ers.org](http://www.14ers.org), [www.14ers.com](http://www.14ers.com)

Large, successful, 20 year old Golden based group specializing in Colorado "14er" trail work, restoration, and education. Majority of the 14ers are of course not in the Front Range. CMC State has partnered with CFI. DG members work on CFI projects but due to the big difference of project type CFI is probably not a competitor.

#### CMC Boulder Group (CMC-BG) [www.cmcbouldergroup.org](http://www.cmcbouldergroup.org)

BG does not seem to have a trail work program. Instead they encourage members to assist WRV (mentioned above), Boulder City and County open space and mountain parks, and Eldorado Canyon State Park. BG donated \$2500 to WRV in 2014. BG members do not often work on DG projects.

Friends of Mount Evans and Lost Creek Wilderness (FOMELC) [www.fomelc.org](http://www.fomelc.org)

Small 10 year old organization partnering with the USFS for trail maintenance, education, and other services in and around their namesake wilderness areas. The group is an occasional partner of DG by USFS arrangement. Their turnout is similar to DG but I don't think there is a competition for trail workers.

Poudre Wilderness Volunteers (PWV) [www.pwv.org](http://www.pwv.org)

Small 20 year old organization partnering with the USFS for trail maintenance, public education, and other services in the Poudre and Big Thompson drainages of northern Colorado. They attract some CMC-Ft Collins Group members to service projects. Turnout on a project I attended in 2014 was about 40 and they welcomed and acknowledged CMC members. Possibly DG could partner with this group although much of their territory is practically out of DG range.

### Stewardship in Colorado Public Lands

The Colorado Outdoor Stewardship Coalition (COSC) is a 4 year old organization to facilitate interaction between federal, state, and local public lands agencies and non-profit volunteer stewardship organizations in Colorado. Several of the above listed organizations and CMC are members. COSC commissioned a study in early 2014 detailing the need, nature, and problems in this interaction "[www.voc.org/colorado-outdoor-stewardship-coalition](http://www.voc.org/colorado-outdoor-stewardship-coalition)". While this study was state wide, half the land managers and half the volunteer organizations participating were from the Front Range. Following are selected findings from the study summary that I think are relevant to DG trail work. Quoted text is from the summary and I have added some of my own comments.

Federal and state public land agencies have suffered significant declines in funding and staff in the past 5 years. Local agencies have been affected variously. This has led to "gaps" in the ability of land agencies to address priorities one of which is "trail construction and maintenance", and in general "capacity to serve a growing population". The situation has been aggravated by recent natural disasters (flood and fire).

Land managers overwhelmingly reported "widespread use of volunteers .. as a positive experience and wished to increase volunteer utilization", but nearly half reported inadequate staff to manage the effort.

Turnout for volunteer groups is variable from 10 to thousands annually (DG and State were each about 100 this year). The majority of the work is trail maintenance and construction.

A challenge reported by volunteer groups is "short-term volunteer engagement" leading to not enough trained and experienced volunteers over time. A suggested mitigation is to track individual volunteer interests and skills and match with projects requiring the same.

To help with volunteer recruitment the following ideas were proposed (modified here for CMC relevance):

- > Recruit some CMC members interested foremost in trail work. A major difference in turning out workers between CMC and other groups listed above is that CMC is a user group and they are service groups. People do not join WRV to climb a 14er, the First Flatiron, or a Mexican volcano. We attract hikers, climbers, and mountaineers and hope their good will brings them to a trail work project.
- > Promote family events and "engage residents for whom the site has significant meaning". The CMC led Ice Cave Creek Trail project near Palmer Lake is a good example - we turned out more local residents than CMC members to do the work. Perhaps we should investigate whether any joined CMC.
- > Acknowledge volunteer effort both individual and organizational. This was a suggestion aimed at the public land managers. I have thought a CMC sign at a trail head on our work day is a high visibility and inexpensive advertisement to the public about CMC. Most hikers thank us for our effort as they pass our work crews. Giving a patch or hat to individuals doing trail work is also an advertisement when they wear it to other CMC trips and events.

Colorado Mountain Club - Denver  
 Edited Final Report 2014 Trail Crew Summary

	Day	Project Description	Leaders	#Vol	Hrs	Total
April	26	Audubon at Chatfield	Griest	4	7	28
May	3	Chatfield St Park	Griest	cancel		
	10	Chatfield St Park	Griest	cancel		
	17	Jeffco Open Space-Apex	Helmke/Mills	washed out		
	31	USFS Clear Creek	Motzer	6	7	42
June	7	Palmer Lake*	Helmke	6	7	42
	14	USFS S Platte -Tyler	Motzer/Mills	3	cancel	
	16	Golden Gate St Pk	Henley	12	7	84
	21	USFS S Platte -Tyler	Evans	5	7	35
	28	Jt VOC Mt Evans	Motzer	15	7	105
July	4-5	Colo Trail Copper	Callais	12	7	84
				4	14	56
	12	Palmer Lake*	Helmke	6	7	42
	19	USFS Clear Creek	Griest	7	7	49
	26	USFS S Platte-Gibson	Motzer	cancel		
Aug	2	USFS Clear Creek	Evans	8	7	56
	9	Palmer Lake*	Helmke	5	7	35
	16	USFS S Platte	Mills	9	8	72
	23	USFS S Platte-Abyss	Motzer	5	8	40
Sept	13	Palmer Lake*	Helmke	4	6	24
	20	USFS S Platte	Mills/Evans	9	7	63
	27	Nat Public Lands	Griest	cancel		

21 projects scheduled in 2014 with 6 cancelled for 117 vol & 857 hrs  
 22 projects scheduled in 2013 with 4 cancelled for 153 vol & 1102 hrs

First 6 trips this year were not in new schedule as imput service not all trips  
 \* Palmer Lake new construction joint with Colo Springs ave 20-30 vol total  
 Most trips have two leaders and same volunteers so new members lacking  
 Some trips shown did not have trip reports so estimated activity shown  
 which may not include land manager support of 2-3 seasonals ave  
 Denver Council has report with proposal to require schools to push vol.  
 Current trail crew leadership is proposing to drop trail crew scheduling and  
 and rely on Denver conservation to have monthly state wide projects.

## Denver Group Council Norms

[June 8, 2005]

*Background.* Councils and deliberative bodies adopt norms and procedures to promote communication, understanding, trust, and respect among the members of the group concerning expectations for managing the business of the group. The Denver Group Council uses *Robert's Rules of Order* and Council Norms to govern Council meetings and proceedings. Through agreement of the Council members to be bound by these practices, the effective administration of Denver Group affairs is enhanced.

*Purpose.* The Denver Group Council Norms define how the Council conducts its day-to-day business. This document sets forth policies for preparing the Denver Group Council agenda and handling communications between Council members, meeting invitees, and guests.

*Policy.* The Denver Group Council adopts the following norms of behavior to govern Council members during meetings:

- Denver Group Council members will not forward other Council member e-mails without the sender's permission
- Denver Group Council members will respect the decisions of the Council
- Denver Group Council members will listen to each other, respect others opinions and not interrupt each other
- Denver Group Council members will be aware of redundancy during discussions
- Denver Group Council members will start and end meetings on time, unless otherwise agreed upon
- The Denver Group Council agenda will have estimated time specified for each item
- Denver Group Council members will treat guests with respect

These Norms shall be reviewed and revised as needed during the Denver Group Council meeting in December.



# Colorado Mountain Club Code of Conduct Policy

Adopted by Board of Directors July 17, 2010

**Organizational ethics defined:** Sets of formal and informal standards of conduct that people use to guide their behavior in a professional setting. These standards are partly based on core values such as honesty, respect, and trust, but they also can be learned directly from the actions of others. For example, what people see their organizational leaders, managers, and co-workers do on the job can influence their own views of what is acceptable or unacceptable behavior.

When interacting with one another at the Colorado Mountain Club, we should ask ourselves several important questions to determine if a specific action is proper:

- Am I adhering to the spirit, as well as the letter, of any law that may apply to my situation?
- Are my actions consistent with the overall principles set forth in this Code as well other CMC policies?
- Would I want my actions reported publicly?
- What would my family, friends, manager, or co-workers think of my actions?
- Will there be any direct or indirect negative consequences for the CMC?

## Standards of Conduct

**For anyone in a leadership position at the Colorado Mountain Club (paid, unpaid, elected, volunteer, trip, group, board, committee)**

These standards are intended to encourage discussion of issues pertinent to the CMC in a civil manner.

The behavior expected of Club leaders as well as unacceptable behavior.

### Affirmative Standards of Conduct

Serving in an appointed to or elected position of leadership is a privilege that can be lost either by ignoring the duty of loyalty expected of all Club leaders or by violating the following affirmative standards of conduct.

Club leaders have an obligation to meet the following affirmative standards of conduct, and to hold other leaders accountable to them as well, in all Club interactions with others, including in person, in writing, on email, or on the phone.

- (A) Communicate and work together with common courtesy and collegial respect; disagree without being disagreeable.
- (B) Create a welcoming environment for new members and volunteers; avoid cliquishness, and language or behavior that offends others.
- (C) Always represent the Club and its mission in a positive and professional manner; keep disagreements within the Club.
- (D) Accurately present the Club's policies and positions when communicating on behalf of the Club; don't use a Club leadership role or title to advance personal views that are not the Club's position.
- (E) Respect your obligation to the Club's members; use member lists and information about members for Club purposes only.
- (F) Use Club resources wisely and in keeping with the fiduciary responsibility of all leaders.

- (G) Foster an open democratic decision-making process; respect decisions once they are made.
- (H) Within the Club praise publicly; criticize privately and tactfully.
- (I) Respect the policies and procedures that have been established by and for members engaged in specific Club activities; when in doubt, ask.
- (J) Maintain confidentiality about all matters that are considered in closed door meetings.
- (K) Do not engage in conduct that would compromise, discredit, or diminish the integrity of yourself or the Colorado Mountain Club.
- (L) Respect the authority and operational decisions of the Executive Director and other members of the Management Team of the Club.
- (M) Respect and be sensitive to the considerable workload of the staff when making requests for assistance.
- (N) Presume positive intent in interactions with others; find out all the facts and circumstances; give others the benefit of the doubt first.
- (O) Remain respectful in dissent; promote healthy discussion; allow for all opinions to be aired.
- (P) Keep personal attacks, slurs, and insults out of the conversation. Aim to offer positive alternatives or suggestions for furtherance of overall Club goals.

#### **Serious Misconduct**

The following actions constitute serious misconduct:

- (A) Physical or sexual assault or violent threats toward others.
- (B) Embezzling or misdirecting Club funds, membership lists or other assets for activities not authorized by the responsible entity.
- (C) Use of racial slurs or other derogatory language regarding gender, ethnic or national origin, religion, age, sexual orientation, or disability.
- (D) Fraud, libel, defamation or illegal activity of any kind in the conduct of Club business.
- (E) Illegal or unethical professional conduct outside the Club if that misconduct could significantly damage the Club, its staff, its members or its assets.
- (F) Harassment, threats or any action directed toward Club employees that violate Club employment policies or are covered by law.

#### **Dealing With Disruptive Personal Behavior**

- (A) The chair of the relevant Club entity has an obligation to deal quickly and decisively with violations of the affirmative standards of conduct. All disputes over personal behavior that may violate the affirmative standards of conduct should be resolved at the most local level, and informally whenever possible. Disputes over personal behavior may also warrant the removal, suspension or barring the member from leadership positions or participation in certain activities.
- (B) Any actions that constitute serious misconduct will be immediately referred to the Executive Committee.
- (C) Formal actions to remove, suspend or bar members from leadership positions (except members of the Board of Directors) or participation in certain activities should only be undertaken when a member's personal behavior is clearly disruptive, repeatedly violates the affirmative standards of conduct, impairs the work of the Club, or constitutes serious misconduct.
- (D) Immediate Suspension

- 1) The Executive Director and Board President, or their acting designee, together have authority to immediately suspend a member from leadership positions (except members of the Board of Directors which can be done only at the board level) or from participation in specific Club activities for serious misconduct. Any Club member who believes that a member has engaged in serious misconduct can make a written request to the Club's Executive Committee for the immediate suspension of that member from a leadership position (excepting members of the Board of Directors) or from participation in specific Club activities.
- 2) Any action to immediately suspend a member for serious misconduct must be based on a fair assessment (clear documentation, multiple reports, and direct communication with the person involved) that creates strong reason to believe that serious misconduct occurred.
- 3) In cases of the immediate suspension of elected leaders, the Executive Committee can determine whether the suspension should be extended for a specific period of time, or made permanent. This must be initiated within three weeks of a suspension.

## **Resolving Disputes**

### **A) Policy Disputes.**

- i. When there is a dispute regarding interpretation, application or disregard for Club Bylaws, this Code of Conduct Policy, policies, guidelines or other governing procedures, leaders should seek clarification from the relevant staff entity, for referral or appeal if necessary to the Executive Committee. No leader should act in violation of a policy interpretation that has been provided by the appropriate staff entity. If the leader believes the interpretation is incorrect, he or she should appeal or seek clarification from the Executive Committee, but shall not act in violation of the interpretation the leader has received.

### **B) Decision-Making Disputes**

- i. All Club leaders involved in a contentious decision-making process are nevertheless expected to behave according to this Code of Conduct. This includes decisions regarding priorities for action, strategies and tactics, and the allocation of resources where differences of opinion can be heated.

All disputes among volunteers should be resolved at the most local level possible. If these disputes cannot be resolved locally, the State leadership is available to offer assistance and guidance.

## **Authority**

Authority is delegated to the Board to develop and adapt, as needed, guidelines for resolving disputes over this Code of Conduct.

## **Board Discretion**

These procedures shall not deprive the Board, at any point in the process, from taking such actions as it may deem necessary or advisable for the best interests of the Club.

## LDH Questions and Issues

*Definition.* A long, difficult hike (LDH) is one that is longer than 15 miles or more than 3500 feet of elevation gain, is non-technical (meaning that no specialized training or equipment is required), and may involve easy scrambling with minimal or no exposure.

*Background.* Denver Group hike leaders must have a hiker classification equal to or greater than the hikes they lead.<sup>1</sup> This means that for an LDH, the trip leader must have a D hiker classification.<sup>2</sup> Some hike leaders have questioned why a D hiker classification – with its attendant requirement for BMS – is needed to lead such hikes.

The issue appears to stem from a disconnect between the CMC *hike* classification system and the Denver Group *hiker* classification system, and the requirement that Denver Group trip leaders have a hiker classification.

The first step is to determine whether there is a problem and, if so, what that problem is.

Nominally, the problem appears to be that some Denver Group trip leaders want to lead LDHs but are unable to do so because they do not have a D hiker classification.

Some questions:

- Is this the problem, or a symptom of a problem?
- Is the problem really a problem? If so, how serious is the problem?
- Is it a problem we want to address and how urgent is it that we address it?
- Where does the problem lie?
  - Is the problem rooted in the CMC hike classification policy?
  - Is the problem rooted in DS&L policy (for example, requiring trip leaders to have a hiker classification)?
  - Is the problem rooted in DG hiker classification policy (for example, requiring BMS for a D hiker classification)?
  - Is the problem a combination of these?
  - Does the problem lie somewhere else?
- Is it a problem that can be addressed by a new policy or a change in policy?
- Who are the stakeholders affected? That is, who should have input into the debate on possible solutions?

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<sup>1</sup> CMC Denver Group Safety and Leadership Committee Policies and Procedures 2014, p. 11.

<sup>2</sup> Hiker/Skier Classification Policy from the Denver Group Policy Book, November 2014, p. 15.