

Denver Group Council Minutes
Aug 12, 2015

In Attendance: Dave Hutchison, Grover Cleveland, Brian LeBlanc, Kevin Schaal, Roger Wendell.
Absent: Sandy McRae, Maddie Philley, Valerie Walker. **Guests:** Linda Lawson, Julie Mach

1. **Call to Order:** Dave called the meeting to order at 6:35 pm. Due to the number of absent councilors, there is not a quorum for this meeting, so no votes can be taken.
2. **President's Comments:** Four councilors and two significant others met at the Denver Museum of Nature and Science on July 26th as a way to socialize outside of the monthly meeting setting. Councilors appreciated this opportunity and thanked Dave for arranging this outing.
3. **Trail Work:** Grover reported that on Saturday, Aug 22 there would be a trail work day on the South Chicago Creek Trail and councilors were invited to participate. Some reported having a schedule conflict for that date, but the invitation was nevertheless extended to DGC.
4. **Approval of July Minutes:** Due to lack of quorum, the minutes could not be approved, however, the four voting members present approved the minutes as revised and submitted. Final approval will be done either by an e-mail vote or at the September meeting.
5. **Financial Report:** Brian's budget notes stated: In June, BPS tuition contributed 52% of school revenue, combined tech schools tuitions contributed 46%. Ex contribution of \$25,000 G&A revenues are only ca. 8% ahead of budget. Ex \$25,000 contribution, grand total Net Income is \$53,183, ahead of budget by 342%. The monthly budget is attached.
6. **State Restructuring Taskforce:** Council Chair and State Board member Linda Lawson briefly discussed progress State is making with the restructuring taskforce, especially with the member dues structures and the Fees for Services that Denver Group pays to State. No specific details can be reported until after State makes final decisions.
7. **CMC Conservation Director's Report:** Julie Mach, CMC's State Conservation Director made an excellent presentation to DGC on the 2015 conservation initiatives. Her 2-page presentation is attached. This year the Conservation Department's focus has been on three primary campaigns; the Backcountry Snowsports Initiative (BSI), Stewardship Programs, and Federal Lands Planning.
 - Julie expressed interest in exploring how best to reach out to and collaborate with DG.
 - Both Julie and DGC reiterated the importance of good communication between State Conservation and DG Conservation and that State keeps the DG Conservation group informed on their activities so coordination and collaboration can be improved.
 - Council Chair asked Julie what she was looking for from members. Her presentation highlighted three areas for collaboration with the Denver Group – BSI outreach through Winter Schools/Leaders, Collaborative stewardship projects, and action alerts and communication on advocacy campaigns. She also mentioned trips around specific issues, such as a hut trip, or winter trips.
 - Julie referred DGC to www.powderproject.com as a current activity within the BSI initiative.
8. **Discussion of the DG Trail Work Program:** Grover reported that the 2015 Trail Work season saw marginal turnout although no trips had to be cancelled from lack of participants. Grover presented

four ideas to reinvigorate the program, including the addition of a Trail Work School and the idea that CMC trips could do trail work reconnaissance such as count number of cars at trailheads or number of down trees along a specific trail . Grover's complete report is attached. Other highlights follow.

- Council's idea to have sections sponsor a trail work day produced no turnout although WTS, through Joe Griffith's initiative, did produce good turnout, but all participants were senior WTS instructors with no WTS students participating.
- Grover was given several assignments: a) to develop a plan for the Trail Works School. b) to discuss with Colorado Trails Foundation and VOC regarding what training materials they might recommend, and c) to provide information to Linda Lawson for inclusion in an upcoming DS&L newsletter.
- Council was referred to www.hikingproject.com as an excellent example of a trailhead website where statistics such as trail mileage, elevation gain, starting elevation, highest elevation, driving directions to the trailhead, and other information is given.

9. **Policy on Endowments and Other Investments, Policy on Gifts and Donations:** Both policies have been discussed in previous meeting. The two policies are attached to these minutes.

- Council Chair sought input from State Finance and State Development regarding these policies and received feedback that they were both in compliance with CMC bylaws and practices.
- Council was advised that CMC does have a policy for managing endowments. As a result, DG will prepare a policy on other investments and separate it from the policy on endowments.
- Endowments must be placed in the CMC Foundation for management, but DG would get the benefit and proceeds regardless of where the endowment funds were held. Additionally, DGC is relieved of the responsibility of managing the endowment funds which was viewed as a good resolution for DGC.
- Council discussed gifts and/or donations that were not acceptable. Gifts that seem excessive, like the donation of a cabin, would not be accepted. If servicing costs associated with the gift exceeded the value of the gift, the gift would not be accepted. Council would determine if any gift was 'excessive'.
- Policies will undergo final revisions prior to finalization.

10. **Trip Leader Support:** In previous DGC meetings, ways to enhance support of trip leaders has been discussed. The general concept is that if DG requires trip leaders to complete refresher training, then trip leaders should not have to pay for completing those requirements. In addition, if a trip leader's skills can be improved by taking additional training, thereby enhancing safety on mountain excursions, and if the leader commits to continue leading trips, then he or she should not have to incur out of pocket expenses. DGC would cover the associated costs for these committed leaders.

- Council was presented with two approaches to implement this program. In one scenario, hikes or other trips would earn the leader some amount of dollars to be used to pay for tuition. Example cited was each trip would earn \$50. Schools have a known cost, therefore if a leader wanted to take a school costing \$150, he/she would have to lead 3 trips for monies to completely cover this class.
- The second scenario is the one presented in the June meeting. See the Table on the following page for details of this second scenario.

Trip Leader Training Categories

Course	Prospective Trip Leader Training	Backcountry Skills and Safety	Mountaineering Skills	Winter Safety Training	Refresher Training
WFA-TLS	X				
WFA Refresh					X
ATA		X			
ATA Refresh					X
WTS or BKPS		X			
CPR		X			
NAV1		X			
NAV2		X			
SNO1		X			
ASC			X		
WSS			X		
TLCS			X		
AIARE Level 1				X	
AIARE Refresh					X
Qualification	None	Be an active trip leader	Lead at least five trips of any type in the last year	Lead at least three winter trips of any type in the last year	Be an active trip leader

- DGC favored scenario #2, thinking that the idea of earning tuition credits was not as practical.
- Council was reminded that a leader leading 1 trip in the previous 12 months makes him or her an active leader.
- If a leader submits an application to attend a certain school and has led the required number of trips, as defined in the last row of the table above, within the 12 months preceding the date of submitting his/her application, then he/she qualifies for DG to pay for the cost of this school.
- In previous meetings, costs were discussed. The costs were categorized as Initial Costs and Steady State Costs. Council feel the steady state costs pose little problems. However, council has a little concern about the initial costs.

11. **September Meeting:** September's DGC meeting is scheduled for Sept 9 at 6:30 PM. No one was designated to bring snacks for this meeting.

12. **Adjournment:** Meeting was adjourned at 9:20 PM

Respectfully submitted
Kevin Schaal 9/6/15

	Actual June 2014/2015	Budget June 2014/2015	B/(W) June 2014/2015	%	Actual YTD 2014/2015	Budget YTD 2014/2015	B/(W) YTD 2014/2015	%
TOTALS SCHOOLS ¹								
Total School Revenue	14,362	4,509	9,853	219%	123,162	95,910	27,252	28%
Total Expense	(3,946)	(1,685)	(2,261)	-134%	(44,544)	(43,785)	(759)	2%
Total Room Charge	(2,550)	(2,375)	(175)	-7%	(21,100)	(24,425)	3,325	14%
Total School Net Income	7,866	449	7,417	1652%	57,518	27,700	29,818	108%
TOTAL SECTIONS								
Total Revenue	1,335	675	660	98%	10,570	8,695	1,875	22
Total Expense	(117)	(520)	403	78%	(4,799)	(3,673)	(1,126)	-31%
Total Room charges	(250)	(325)	75	23%	(3,800)	(2,900)	(900)	-31%
Total Section Net Income	968	(170)	1,138	N/A	1,971	2,123	(151)	-7%
TOTAL G&A								
REVENUE ²	5,525	5,912	(387)	7%	95635	65,333	30,302	46%
EXPENSES	(714)	(8,067)	7,353	91%	(63,805)	(78,049)	14,244	-18%
ROOM CHARGES	(5,831)	(75)	(5,756)	7674%	(13,136)	(1,575)	(11,561)	-734%
G&A Net Income	(1,020)	(2,230)	1,210	54%	18,694	(14,291)	32,985	n/a
GRAND TOTAL REVENUE	21,222	11,096	10,126	91%	229,367	169,938	59,429	35%
GRAND TOTAL EXPENSE	(4,777)	(10,272)	5,495	53%	(113,148)	(125,507)	12,359	10%
GRAND TOTAL ROOM CHARGE	(8,631)	(2,775)	(5,856)	211%	(38,036)	(28,900)	(9,136)	-32%
GRAND TOTAL NET INCOME	7,814	(1,951)	9,765	N/A	78,183	15,532	62,651	403%

1: In June, BPS tuition contributed 52% of school revenue, combined tech schools tuitions contributed 46%.

2: Ex contribution of \$25,000 G&A revenues are only ca. 8% ahead of budget.

3: Ex \$25,000 contribution, grand total Net Income is \$53,183, ahead of budget by 342%.

Colorado Mountain Club Conservation Department

The Colorado Mountain Club has been a long-time advocate for recreation access, wild landscapes, and stewardship of public lands in Colorado. The state Conservation Department had been involved in a variety of campaigns over the years to address motorized recreation, wildlife habitat protection, oil and gas development, and climate change initiatives. CMC partners with a variety of conservation organizations and associations to leverage support and funding for these campaigns but has struggled to commit sufficient resources equitably and sustainably to this vast array of issues.

In 2015, the CMC Conservation Department will focus staff time on three primary campaigns (described below): the Backcountry Snowsports Initiative, the Stewardship Program, and Federal Lands Planning. Our overarching goal is to represent human powered recreationists and promote policy, administrative decisions and field projects that support a balance of sustainable recreation and protection of natural resources. We recognize that a growing population in Colorado will mean an increasing demand for outdoor recreation opportunities but with appropriate planning and management, land agencies can minimize impacts to natural resources including wildlife habitat, local vegetation and watersheds health. CMC will take an active role in agency decision making through recreation and travel planning, while simultaneously helping to address local issues through the stewardship program.

While CMC has historically aligned closely with quiet use and strictly environmental advocacy groups, we have identified a growing need for collaboration across recreational user groups to more effectively address land management issues. Our goal will be to provide a bridge between the conservation community (including Southern Rockies Conservation Alliance groups) and broader recreation advocates (including Outdoor Alliance Colorado) to develop collaborative solutions to complex conservation problems throughout the state. While we primarily represent human-powered users, we also see an opportunity to work more closely with motorized groups to address conflicts and help land management agencies sustainably meet their multi-use mandates. We have no intent of deserting our legacy of quiet-use advocacy or conservation values but rather we hope to fill a unique niche and leverage broader engagement in conservation and recreation issues throughout the state.

With limited staff capacity, we have narrowed our focus to the three primary programs described below. There are many conservation issues we could tackle – Wilderness designations, climate change policy, and wildlife advocacy, among others – however, we have many partners with staff, funding and expertise who can take the lead on these campaigns while CMC plays a supporting role. We will do our best to keep members apprised of news and engagement opportunities on these related conservation topics but do not want to dilute our efforts or our message with too many campaigns.

Backcountry Snowsports Initiative:

- Protect areas for human-powered winter recreation
- Focus on planning and preparation for Over Snow Vehicle rule implementation
- Engage local grassroots advocacy groups
- Facilitate mapping of winter recreation through online platform, workshops, etc.
- Facilitate collaboration between motorized and non-motorized recreation groups

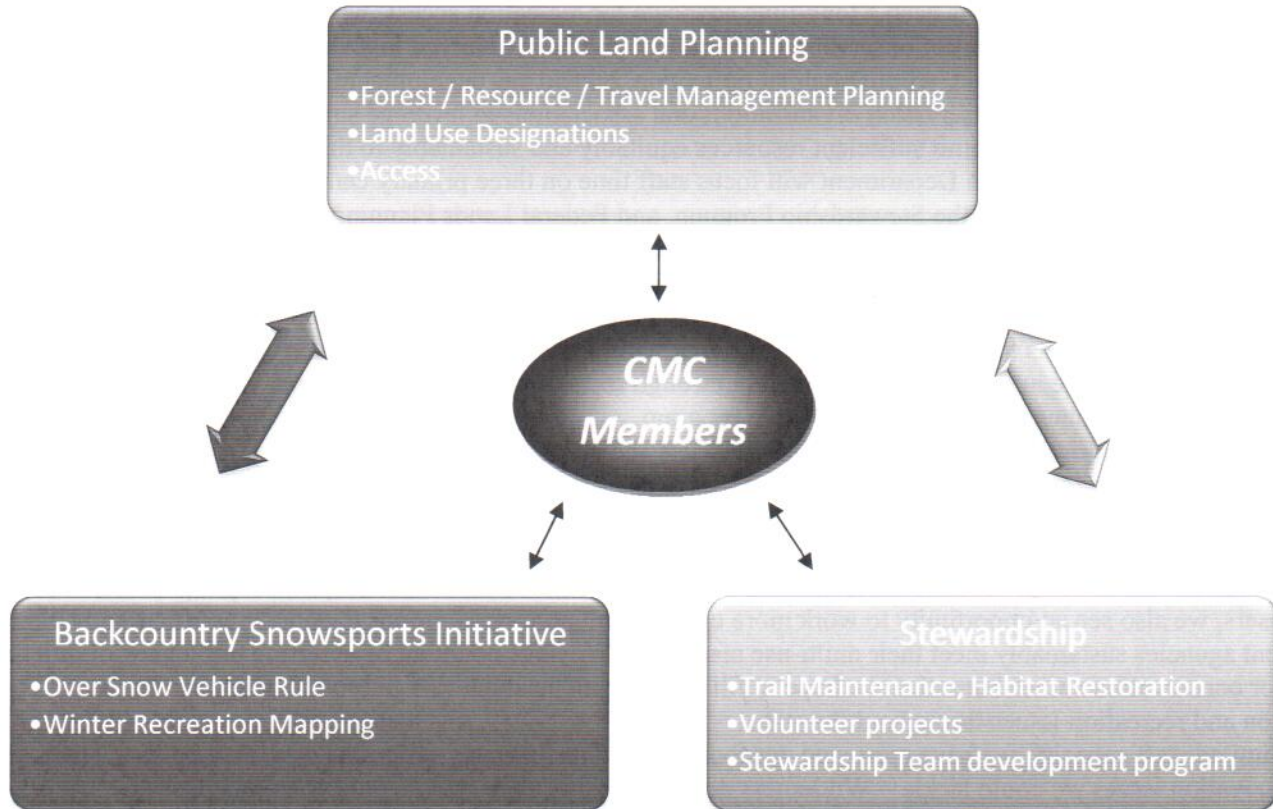
Public Land Management Planning

- Engage in Resource and Travel planning with BLM and Forest Service offices, as well as state and local planning efforts as necessary
- Focus on upcoming Royal Gorge RMP and Rio Grande NF Plan revision processes
- Engage CMC members, individual citizens, and local advocacy groups
- Promote human powered recreation opportunities in balance with natural resource conservation
- Promote collaboration across recreation groups, including motorized, mechanized and non-motorized

Stewardship Program

- Complete on-the-ground stewardship projects that promote sustainable recreation and conservation of natural resources
- Work with land managers across the state to address critical projects
- Train young natural resource professionals to complete stewardship work, lead volunteers, and act as ambassadors of CMC across the state
- Align stewardship work with advocacy campaigns when possible to help build relationships

Colorado Mountain Club Conservation Department



2015 Projects:

- Bureau of Land Management Eastern Colorado Resource Management Plan
 - Appointed to Front Range Resource Advisory Committee
 - Participation in public scoping meetings and comments
 - Joint Special Recreation Management Area proposal with Outdoor Alliance Colorado (IMBA, Access Fund) and conservation partners (Wilderness Society, Wild Connections)
- Rio Grande National Forest Plan Revision Process
 - Participation in assessment meetings and public input
- Land Seizure Legislation
 - Comments and testimony against Colorado State lands seizure bills SB-39 and SB-232
- Winter Recreation Mapping
 - Mapping workshops around the state to gather backcountry snowsports data for use in future travel planning
- Stewardship Team Program
 - Full-time seasonal team of conservation staff coordinating stewardship projects and leading volunteer events throughout the state
 - Participation in Denver Group stewardship projects

Opportunities to collaborate with Denver Group:

- BSI outreach through Winter Schools/Leaders
- Collaborative stewardship projects
- Action Alerts and communication on advocacy campaigns

Discussion of the DG Trail Work program

1. 2015 season has seen marginal turnout but no trips have been cancelled.
 - a. Most turnout has been long-time club members who usually do at least one project per year.
 - b. Jerry Helmke (committee head) led all trips because no other leaders volunteered.
 - c. Providing lunch for participants was appreciated but did not attract new people.
 - d. Jerry has indicated he DOES intend to have a 2016 season.
2. The DGC "section sponsor" approach has produced no turnout, although the WTS sponsored (as originated by Joe Griffith and not DGC or the trail work committee) did produce good turnout (all senior WTS instructors but no WTS students).
3. Some ideas:
 - a. Start a trail work school for basic safety, terminology, techniques, and overview of trail work importance in the back country and to CMC.

Discussion. This approach elevates the status of trail work and servers as a permanent advertisement to members. I am willing to do school setup and admin, or at least help Jerry Helmke if he wants to do it. Jerry expressed interest and noted that Volunteer for Outdoor Colorado (the leading trail work group in Colorado) has a training manual which we might adapt to our needs. I think this could be kept simple with an instruction session and a work day.

- b. Investigate the possibility of CMC trips doing trail work recon.

Discussion. A simple example would be counting the number of down trees, mud holes, overgrown vegetation, etc. obstructing a trail and upload the info to the web site or inserting into a trip report.

This would be a completely optional trip activity. Information would get collated and turned over to appropriate public land officials. The USFS S Platte Ranger District (Rampart Range to Kenosha Pass, includes Lost Creek and west side of Mt Evan Wilderness, hundreds of trail miles) has three employees to recon and repair trails. Could not a CMC trip leader ask if anyone on the hike would like to count obstructions? If someone wishes to take pictures and GPS points that is even better but simple counts are useful. I have yet to bring this up with USFS but the discussion has to start somewhere. It is a way for CMC to contribute while doing what we like instead of the pick and shovel routine.

Similar to the above point would be for trips to make trail head car counts at hike beginning and end. Like the recon, this takes a very small effort and may be of use to public land managers.

- c. Change title to Trails Committee (ala Ft Collins Group) and broaden the agenda to include other issues related to trails, but none of this has been discussed with current trail committee.
- d. Digitize the Colorado back country and the trip catalog. Obtain lat/lon for, and name, all trailheads, and possibly destinations.

Discussion. This could be used to automate (and make more uniform) some of the trip planning process. This is a combination at-home GIS and on-the-ground project and something I have been considering for many years.

Policy on Endowments and Other Investments

[date]

Purpose. Gifts or donations to the Denver Group that are restricted in nature may be used only for the purpose and intent on the donation. In some instances, an invested endowment may be used to administer such gifts.

Further, consistent with good financial management practices, the Denver Group may choose to retain an invested reserve of funds to cover shortages of operating income or unprogrammed expenditures.

This policy provides guidance for these situations.

Policy.

Endowments. The Denver Group Council may establish one or more endowments as necessary to manage restricted funds given to the group. Funds used to establish an endowment must adhere to the Denver Group policy on gifts and donations. Endowments will be managed with the purpose and intent of the restricted funds in mind, and those purposes must be consistent with the Denver Group mission.

Reserve Fund. The Denver Group Council may use unrestricted funds to establish or add to a Reserve Fund for the following purposes:

- To establish a reserve of operating funds
- To establish a continuous flow of income

In particular, unrestricted operating funds held in cash in excess of three-month's operating expenses may, from time to time, be designated as reserve funds. All or part of the income earned by the Reserve Fund is available for use to cover operating expenses of the Denver Group.

Investment Objective. The investment objective of the Denver Group Council for its endowments and the Reserve Fund is to maintain a balanced portfolio with primary emphasis on income. Funds may be pooled with larger investment funds to maximize the income earned. The principal of all endowments and the Reserve Fund should be reasonably secure, consistent with the investment objective.

Investment Manager. The Denver Group Council may select an investment manager or management company to manage invested funds. The manager/management company may be paid a reasonable fee for their services.

Procedures.

Endowments. The agreement to establish an endowment must specify, at a minimum:

- The name of the endowment,
- The purpose of the endowment, and
- The criteria for terminating the endowment.

The agreement establishing the endowment can be stated in a simple letter of acknowledgement to the donor affirming the conditions of the gift. The letter should be signed by the Chair of the Denver Group Council.

Reserve Fund.

When unrestricted operating funds are used to establish or add to the Reserve Fund, such action shall be considered an expenditure of operating funds and must be approved by a vote of the Denver Group Council. Unrestricted operating funds include, but are not limited to, fund balances, membership dues, school returns, subscription fees, and other such income to the Denver Group.

A minimum balance of \$10,000 must be maintained in the Reserve Fund unless the fund is dissolved. As such, expenditures will not be made until the minimum balance is achieved or if such expenditure would reduce the balance below its minimum requirement.

Dissolution of the Reserve Fund or expenditure of any part of the principal may be done only by vote of the Denver Group Council. Approval for dissolution or expenditures of principal must be by an absolute two-thirds supermajority vote of the Council.

Restrictions. The Denver Group Council may place restrictions on endowments and the Reserve Fund, such as the type or manner of investing the assets of the fund or the time and manner of making distributions of earnings, as long as such restrictions do not conflict with donor purpose and intent. Restrictions placed by the Council may be released or modified by a vote of the Council.

Investment Committee. The management of endowments and the Reserve Fund will be overseen by an Investment Committee comprised of the Denver Group Treasurer and two others. The responsibilities of the Investment Committee are as follows:

- Comply with the by-laws and policies of the Denver Group
- Establish reasonable investment objectives
- Recommend to the Denver Group Council investment policy guidelines which are consistent with the investment objectives
- Recommend to the Denver Group Council a qualified investment manager
- Communicate approved investment policy guidelines and objectives to the investment manager
- Monitor and evaluate performance results

The Denver Group Treasurer will include the investment performance of any investments held by the Denver Group as part of the monthly Treasurer's Report.

Policy on Gifts and Donations

[date]

Background. The Denver Group may, from time to time, receive gifts or donations that are money, securities, or in-kind. For the purposes of this policy, in-kind gifts are gifts, including services, that are other than money or securities. These gifts and donations may be restricted or unrestricted in nature.

Purpose. This policy is established to ensure the responsible stewardship of gifts and donations made to the Denver Group. It is the Denver Group's policy to accept and administer gifts in compliance with CMC rules and IRS regulations.

Policy.

The Denver Group may accept any gift or donation that is consistent with its mission. The Denver Group does not accept donations when the donation:

- is not relevant to the mission of the Denver Group;
- is from an organization that discriminates under the CMC non-discrimination policy;
- has burdensome, difficult, or discriminatory conditions attached to the gift;
- has costs or expenses associated with the gift that are deemed excessive.

Additionally, the Denver Group does not accept restricted donations when the restrictions:

- require indemnification of the donor;
- permit the donor to designate a specific individual as recipient of the gift;
- permit the donor to specify how the gift shall be invested.

The Denver Group is not obligated to accept any gift, no matter its nature or how it is offered.

Unrestricted Gifts. All unrestricted gifts to the Denver Group shall be earmarked for the Reserve Fund or to fund general operating expenses.

Restricted Gifts. Restricted gifts accepted by the Denver Group may be used only for the purpose and intent specified by the donor. The Denver Group Council may, at its discretion, establish an endowment with such funds to satisfy the stated purpose and intent. Restricted gifts may not be used to fund the Reserve Fund.

Gifts and donations of money, securities, or in-kind goods made to the Denver Group are tax-deductible. The Denver Group cannot establish the donation value of in-kind gifts.

Procedures.

Gifts of significant size should be acknowledged by the Chair of the Denver Group.

All gifts that require documentation should be acknowledged by letter (see sample acknowledgement letter).

SAMPLE GIFT ACKNOWLEDGEMENT LETTER



The Colorado Mountain Club
710 10th Street, Suite 200
Golden, Colorado 80401

<date>

<name>
<address>
<city>, <state> <zip>

Dear <name>,

The Denver Group Council gratefully acknowledges the gift of <gift> made on <date> from <donor>. This <restricted/unrestricted> gift will benefit the overall mission of the Denver Group to promote safe recreational access to the mountains and natural areas of Colorado and elsewhere through outdoor-oriented schools and member-organized activities.

The Denver Group is honored that you have included us in your plans and greatly appreciate your generosity. This gift will make a difference in protecting access and recreation in the mountains we all hold dear. Thank you again.

Sincerely,

<name>
Chair, Denver Group Council

The Denver Group is a subsidiary organization of the Colorado Mountain Club, a 501(c)(3) not-for-profit corporation. Gifts to the Denver Group or the Colorado Mountain Club are fully tax deductible. No goods or services were provided in exchange for this contribution. Please retain this letter with your tax records to support your deduction.