

Denver Group Council Minutes
July 8, 2015

In Attendance: Dave Hutchison, Grover Cleveland, Brian LeBlanc, Sandy McRae, Alex Petre, Maddie Philley, Kevin Schaal, Roger Wendell. **Absent:** Valerie Walker. **Guests:** None

1. **Call to Order:** Dave called the meeting to order at 6:35 pm.
2. **Leader Privacy Issue:** Keeping personal information private was recently raised as an issue within the Denver Group. To keep personal information secure from non-members who might be browsing the CMC activity calendar, it is recommended that a leader entering a trip into the activity calendar NOT include personal information such as e-mail address or phone number in the entry field called "Leader Information". Secondly, some back issues of the Mile High Mountaineer (MHM) included instances where personal information was published. In the future there will be more focus on keeping personal information out of the MHM.
3. **Website Migration:** One of the State Restructuring Task Force initiatives is to create a single website where all club related information is accessible. This means migrating web content such as what is accessible from a site like hikingdenver.net to a sub-domain of CMC.org such as CMC.org/DenverGroup. State decided to move the web content from one of the smaller groups first, namely the Ft. Collins Group, to understand best practices before moving the larger ones like hikingdenver.net.
4. **Approval of June Minutes:** The June minutes were approved as written.
5. **Financial Report:** Brian's budget notes stated: Net income YTD for schools was \$42,972 (58% better than budget), 32% of which is attributed to tech schools. May revenues were twice the budgeted amount, offset by combined expenses and room charges 93% over budget, leading to a loss of \$936. Sections income YTD was \$1,003, 56% less than budget. This was the result of revenues 15% over budget more than offset by combined expenses and room charges 44% over budget. Net income in May was \$596 resulting from lower revenues and markedly lower expenses and room charges. YTD G&A income was \$19,714 versus a budgeted loss of \$12,061. This resulted from expenses in line with budget offset by a \$25,000 donation and dues \$6,000 in excess of budget. In May, G&A net income was \$248 resulting from revenue and expenses and room charges exceeding budget by approximately offsetting amounts. Overall, net income of DG was \$63,689, exceeding budget by \$46,207 or 264%.
 - Council President suggested that we begin thinking about what financial changes would be necessary if some of the restructuring items currently being discussed are enacted since groups would no longer receive revenue (income) from dues. DG may not be as severely impacted as other groups since DG realizes significant income from schools. But if Fees for Services that we pay to State remain the same, the way we finance the Group would need to be significantly modified. Today, DG receives \$31 from individual (regular) memberships but pays State \$47 per member in Fees for Services.
 - Council was reminded that DG subsidizes portions of several of the State Staff positions and a portion of the CEO's salary.
 - Room charges are not part of the Fees for Services that we pay.
 - Regarding DG's projected finances for 2016, next year's anticipated budget shows that we should realize a net income next year.

6. **Discussion of Budgeting Basis for Tracking Income and Expenses:** As required by a policy enacted in 2008, DG must use the Cash Accounting method. Under consideration is if we should change to the Accrual Method which is used by State CMC. There would be advantages if DG used the same method as State, plus current DG treasurer prefers the Accrual method. Council was reminded that we do have the power to rewrite our policy regarding this topic.

Reasons to change: The objective of financial reporting is to present an accurate financial snapshot with respect to the annual budget regardless of the cash balance. When using the Cash Accounting Method, DG often seems out of sync between the timing of when revenues and expenses are realized, whether or not we are seeing a deficit, and what expenses will eventually be offset by deferred revenue, all of which leads to confusion about our financial position with respect to the budget. Changing to the Accrual Method is viewed as being helpful in presenting a clearer financial monthly statement.

Motion: Brian moved and Maddie seconded the following motion, "The accounting method used to manage Denver Group finances shall normally coincide with the accounting method used by State CMC".

Amended Motion: An amendment to the motion was made by Roger which added the following sentence, "The specific accounting method actually used shall be decided by a vote of the council".

Action: The amended motion passed unanimously.

- Grover asked what transpired in 2008 that prompted Council to require the use of the Cash Accounting Method? Nobody knew exactly, but the speculation was that several years of running below budget and showing losses could have been the reason why. It was felt that knowing exactly what happened in 2008 wasn't of ultimate concern since the policy revision just enacted would allow Council to decide at a later date which method we would use going forward.

7. **Hike Surge:** The Hike Surge Recap Report from Maddie is attached. Please review it for complete details. In summary, 190 new members were called which resulted in some great conversations and thirteen new members participating in the seven hikes actually held. Due to rainy weather, three hikes were cancelled and one was rescheduled. Overall, we felt that reaching out to members via the phone resulted in generating excellent good will, but the benefit received for the work expended (only 13 new members actually hiked) was less than optimal. Instead, having regularly scheduled new member hikes, perhaps once or twice per month would be more effective. Other notes from the discussion at the meeting were:

- DG should explore the use of Facebook, Twitter and other social media as ways to more effectively communicate future new member hike initiatives.
- DG should consider better ways to coordinate future new member hike initiatives with State CMC.
- DG should target communicating specifically to schools if future hike surges were to be held, such as having WTS instructors push the hike surge.
- DG should synchronize future hike surges to correspond with the completion of certain schools, such as WTS, so that after school graduations, a hike surge event is next in line.
- New member orientations could be held in conjunction with a hike.
- Thanks to Maddie for her excellent follow-up report.

8. **Nominating Committee Report:** An item will appear in the next issue of the Mile High Mountaineer (MHM) asking members interested in serving on Council to step forward and identify themselves. In addition, Council members were asked to seek out nominees from their network of associates.
 - Grover is still looking for volunteers to serve on the nominating committee.
 - To date two candidates have been identified to run for Denver Group Council, Kevin Munson and Mickie Harris. There is one other potential unnamed candidate.
 - Roger said he would be willing to run for another term if additional nominees are not found.
 - Biographies of nominees are due in August to meet the deadline for October MHM

9. **Conservation Liaison:** Roger serves as the liaison between Council and the Denver Group Conservation Committee. He reports that the committee remains relatively active.
 - An annual social event hosted by Steve Bonowski was held with Julie Mach, State Conservation Director, and Todd Loubsky, State Conservation Manager, as well as members of the Sierra Club. It was a very successful event.
 - Roger presented an update on progress CMC is making to have an “amazingly terrific” part of the Rampart Range declared a wilderness area. Presently, the area of interest allows motorized use. CMC’s past efforts involved trying to have a portion of the 30,000+ acres set aside as a federally designated wilderness area, however there is strong opposition from the motorized community as well as from mountain bikers, plus other circumstances that come into play when an area is designated as wilderness, in particular concerns about wildfire in the urban interface, that make it highly unlikely that the area should ever be designated as a wilderness area. Backing off slightly from the ultimate goal, having the targeted tract of land located just 40 miles south of Denver and 20 miles northwest of Colorado Springs designated for non-motorized recreation would still give it a significant measure of protection, just not as extensive as the Wilderness designation. Work continues on this effort.

10. **Policy on Gifts and Donations:** Council is to review the attached draft proposed policy on gifts and donations and be ready to discuss and vote on it at the August meeting.

11. **Policy on Endowments and Other Investments:** Regarding the previously discussed topic of establishing an endowment fund with a portion of the cash on hand in the banking account, a few bullet points were made
 - Under consideration is to use \$120,000 to establish the endowment fund leaving in reserve \$60,000 to finance ongoing operations. Brian to review and finalize recommendations. Stipulation is to leave enough in reserve to sustain 3 months of normal operations.
 - The dividends from the endowment would be used for Leader Support as discussed in Item #13, below.
 - Question was posed as to what is a reasonable rate of return we should expect for this investment. Brian to review and comment at next meeting.
 - It was pointed out that preservation of capital is certainly important, but not the absolute driver for making final decisions.
 - If rate of return did not produce enough cash to completely fund the leader support initiative, the fallback plan would be to ask schools for a modest increase in school tuition of which 1-2% would go into the Leader Support Fund.
 - WTS, BMS and BKPK School Directors are supportive of this initiative.

- Council is to review the attached draft proposed policy on endowments and other investments and be ready to discuss and vote on it at the August meeting.
12. **Leader Support:** At the June meeting, a preliminary proposal for how Council would enhance support of leaders was presented, including some financial estimates that were categorized as Initial Costs and Steady State Costs. Due to time constraints in the July meeting Council decided to forgo much discussion of this initiative, so it will be an agenda item again for the August meeting.
 - Council reviewed an idea to use Survey Monkey to get a more accurate estimate for what the Initial Costs would be. Follow-up action plan to be determined.
 - Prior to the August meeting, Council Chair will prepare a revised proposal for Councilors to review, comment on, and be ready to finalize at the August meeting.
 13. **August Meeting:** August's DGC meeting is scheduled for August 12 at 6:30 PM. Brian will bring snacks.
 14. **Denver Museum of Nature and Science:** Dave invited councilors and their significant others to a group outing at Denver Museum of Nature and Science on July 26th as a way to socialize outside of the monthly meeting setting. Council was appreciative of the offer and in favor of attending, pending schedule conflicts.
 15. **Adjournment:** Meeting was adjourned at 9:10 PM

Respectfully submitted,
Kevin Schaal 8/7/15 (Final revisions made 9/9/15)

Attachments: May Budget Summary, Policy on Gifts and Donations (Draft), Sample Gift Acknowledgement Letter, Policy on Endowments and Other Investments (Draft), 2015 CMC Denver Group Hike Surge Recap

Denver Group Financial Report - May 2015

	Actual May 2014/2015	Budget May 2014/2015	B/(W) May 2014/2015	Actual YTD 2014/2015	Budget YTD 2014/2015	B/(W) YTD 2014/2015
TOTALS SCHOOLS						
Total School Revenue	7,645	3,817	3,828	100,815	91,401	9,414
Total Expense	(6,106)	(2,840)	(3,266)	(38,793)	(42,100)	3,307
Total Room Charge	(2,475)	(1,600)	(875)	(19,050)	(22,050)	3,000
Total School Net Income	(936)	(623)	(313)	42,972	27,251	15,721
TOTAL SECTIONS						
Total Revenue	1,235	3,817	(2,582)	9,235	8,020	1,215
Total Expense	(739)	(2,840)	2,101	(4,682)	(3,153)	(1,529)
Total Room charges	100	(1,600)	1,700	(3,550)	(2,575)	(975)
Total Section Net Income	596	(623)	1,219	1,003	2,292	(1,289)
TOTAL G&A						
REVENUE	8,403	6,628	1,775	90110	59,421	30,689
EXPENSES	(2,249)	(7,335)	5,086	(63,090)	(69,982)	6,892
ROOM CHARGES	(5,906)	(200)	(5,706)	(7,306)	(1,500)	(5,806)
G&A Net Income	248	(907)	1,155	19,714	(12,061)	31,775
GRAND TOTAL REVENUE	17,283	14,262	3,021	200,160	158,842	41,318
GRAND TOTAL EXPENSE	(9,094)	(13,015)	3,921	(106,565)	(115,235)	8,670
GRAND TOTAL ROOM CHARGE	(8,281)	(3,400)	(4,881)	(29,906)	(26,125)	(3,781)
GRAND TOTAL NET INCOME	(92)	(2,153)	2,061	63,689	17,482	46,207

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YTD G&A income was \$19,714 versus a budgeted loss of \$12,061. This resulted from expenses in line with budget offset by a \$25,000 donation and dues \$6,000 in excess of budget. In may G&A net income was \$248 resulting from revenue and expenses and room charges exceeding budget by approximately offsetting amounts.

Overall, net income of DG was \$63,689, \$46,207 (264% above budget).

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.

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.

2015 CMC Denver Group Hike Surge Recap

Publicity

What did we do?

1. Started coordinating membership efforts with Membership Director (Brenda Porter) on March 11, 2015.
2. Mile High Mountaineer – May 2015 Edition
 - o Sent on April 17, 2015 thanks to Victoria Gits.
 - o Feature article (see below)
 - Include contact information in case of questions.
 - o Note in the Council Corner (see below)
 - o Social Activities Calendar
 - Since we won't reach all new members by phone and since some won't have made up their minds by the end of April, a feature directed to new members on the MHM May social activities calendar could reach a few more.
 - If we provide contact information for them, at least we will have identified their hiking interests and can take it from there in terms of getting them on a hike.
3. Mile High Mountaineer – July 2015 Edition

How successful were we?

What could we do better? What changes to make in the future?

1. Post on the CMC statewide Facebook page
2. Use the CMC Twitter Feed
3. Utilize Facebook groups
 1. Encourage people to do a hike during the Surge.
 2. Leader of Over The Hill Gang - Martha Delporte
 3. Facebook and ask leaders to send messages to group
 1. Trailblazers - Erin Thompson and/or Facebook Group
 2. Summit Seekers - Johnnie Pietroski and/or Facebook Group
 3. Denver Group Facebook Page (Talk to Lynn Petre)
 4. Technical Group - Bill Haneghan and/or Facebook Group
 5. HAMS Facebook Group
 6. Dan Orcutt - Photography (orcuttscmc@gmail.com)
 7. Steve Donnal - Fly Fishing (sdohnal@hotmail.com)
4. Coordinate efforts better and get more involved with Marketing Director (Rachel Vermeal).

Calling Campaign

What did we do?

1. Volunteers called new members from October 2014 to April 2015 between April 20-24, 2015
 1. Who Called: Calling committee consisted of Brenda Porter, Carol Smith, Kevin Schaal, Patricia Leslie, Roger Wendell, Scott Robson, Sue Osborn
 2. Dave Hutchinson provided 10 laptops to the CMC office.
 2. Some called from the CMC office so that it comes up from the CMC phone, and some called from their home.
 3. Details of Phone Calls
 1. The caller noted the following information:
 1. Caller Name
 2. Call Date
 3. End Result: left message, had conversation, no answer, etc. (all from a drop down menu)
 4. Brief synopsis or "call notes"
 5. New Member Information: new member's name, Membership Number, Specific hike and date, Hike leader
 2. Volunteers matched up new members interested in hiking with one or more of the available trips.
 1. Find out what hike level the individual is and suggest a hike or two.
 2. Energize and coach new members how to get to the website and find the hikes on the calendar.
 4. Volunteers used a Google Docs spreadsheet to update status of individuals, calls, etc.
 5. If the new member wanted to sign up for a hike, caller e-mailed to the trip leader by someone on the calling committee.

How successful were we?

6. We called 190 of the 379 new members (new between October 2014-April 2015). between April 20-24, 2015

Type of Call	
Conversation	53
Left Message	88
Not Interested At This Time	40
Other	9

How could we do better?

1. Make calling process more strategic to ensure all new members are called.
2. Improve caller training about how to report results.
3. Improve drop down categories so that we can tally up better at the end.
4. Don't use a Google Doc. "[It] wasn't the most user friendly spreadsheet I've ever worked on."
5. Train callers on questions to ask to ensure they match with correct hike.
6. Implement a new member welcoming committee.
 1. Personally call each new member and develop some "orientation materials"
 2. Topics to cover: Overview wand basic history of the club, where to find info on the website, how CMC hikes are rated, how to sign up for a trip, how to find leaders who fit their style, what to expect on their first few trips.

3. Major message to send: Don't give up if you don't immediately find what you're looking for. CMC Denver has nearly 200 trip leaders who lead a variety of trip classifications, at varying paces and offering a diversity of leadership styles. Most successful hikers find two or three leaders they like and sign up with them early and often. It just takes time to find a groove and settle in. Many just need--and some even expect--a little personal service from the club.

Hikes and Hike Leaders

What did we do?

1. **Identified goal of how many people to increase:** 32-40 people who weren't going to go on a hike and now are.
2. **Figured out how many additional hikes we need**
 1. Deciphered that we needed an additional 7-8 hikes based on the following math:
 1. 2-3 per weekend = 4-6
 2. 2-3 in the middle of the week
 3. Total = 6-9 additional hikes.
3. **Identify Hike Leaders:** From our additional hike math, deciphered that we didn't need too many additional trip leaders. An additional 7-8 hikes doesn't require many additional trip leaders.
 1. Kevin Schaal identified hike leaders and emailed them asking them if they were interested in doing additional hikes during the week of the Hike Surge.
 2. Trip leaders included: Kevin Schaal, Dave Hutchison, Marilyn Choske, Cheryl Ames, John Walters, Bob Collins, Vern Bass, Janet Martel, Elaine Kallos.
4. **Plan Hike Dates and Schedule Trips**
 1. We scheduled 11 hikes May 2-10 led by nine different trip leaders.
5. **Educate Trip Leaders on Process**
 1. Provided Trip Leader Support document to trip leaders.
 2. Ask Trip Leaders to save extra space for new members.
 1. Trip Leaders will reserve 50% of the available spaces on their hikes for new members. An example of how we recommend handling this is given below:
 2. Maximum number on hike: 12
 3. When trip is published activity calendar, only list 6 tickets available.
 4. When you receive the e-mail from the calling committee with the names and membership numbers of the new members wanting to hike on your trip, manually add them to the trip.
 5. Instructions:
 - i. Click *Roster* button within your specific trip.
 - ii. Scroll to the section where new members can be added.
 - iii. Type the membership number in the id field and click *Verify*. When the new member name comes up, click *Add Member*.

Add member to the roster

id

- iv. When publishing the trip in the activity calendar, trip leaders should enter text in the 2nd Title Box stating, "This trip is reserving 6 spaces for New Members as part of the Hike Surge". What will appear in the activity calendar is shown below.
 - v. In the Notes section available in describing your trip details, a simple statement such as "The hike surge is an effort to get new members out on a hike shortly after they join the CMC" should be entered.
- 6. We informed the hike leaders when to make their trips active.
- 7. Ask Trip Leader to send email to new member confirming hike and letting them know exactly what to bring.

How successful were we?

	Hike Name	Leader	Registered	New Hikers	Total Hikers (including leader)	
Completed Hikes	Mt. Galbraith	Kevin Schaal	6	4	6	
	Berrian Mountain	Dave Hutchison	5	1	4	
	Walker Ranch Loop	Cheryl Ames	12	6	12	
	Deer Creek Canyon	John Walters	5	0	5	
	Chimney Gulch	Bob Collins	9	2	7	
	South Valley Open Space	Dave Hutchison	4	0	4	
	Mt. Falcon Loop (changed from Mt. Goliath - Rogers Peak)	Dave Hutchison	4	0	4	
	Maxwell Falls *rescheduled*	Elaine Kallos	13	0*	6	
	Totals			58	13	49
	Cancelled	Full moon hike - Red rocks/Hogback Loop				
Mt. Galbraith After-Work Hike						
Golden Gate Canyon - Doggie Hike						

Overview

- Only 14 of the 49 hikers that showed up for hikes were new hikers. We hit 50% of our 32-40 hiker goal.
- 7.4% response for number of calls.
- John Walters offered four new-member hikes in May. I guess he went out on his own to say the least. Here's an overview of his hikes; I wasn't sure how to reflect them:

- Hike Dates: May 5, 12, 19 and 26
- Sign up data: 66 members signed up; 37 members cancelled *; 29 members showed up
- New Member data: 12 new members signed up; 11 new members cancelled; 1 new member showed up **
- *Three trips had forecasts for less than favorable weather. One hike (5/19) was cancelled because only three showed up, but I then joined another leader's hike and we had a marvelous hike, even with a little rain and snow.
- Feedback
 - Bob Collins: "I certainly think the hike surge is a great idea and I look forward to participating in future hike surges. The two new were very experienced and very strong. With detours, we gained 2,350' over nine miles, half of it in the rain. In addition, we spent a good hour visiting the Boettcher Mansion and Nature Preserve.
 - Elaine Kallos: "Not sure about my surge hike being effective. Had to reschedule the hike I was doing for Kevin Schaal so ended up with only six out of the 13 on the postponed date. May have encouraged one member, who, btw, came without a pack, carrying one small bottle of water, and wearing jeans (She does know what to do, though, and will do better next time!), but think the others hike anyway. Don't know how the surge was advertised to new members and/or old ones who haven't hiked."
 - Cheryl Ames: "I would lead another "Surge". Chances are, one to two more contacts and special hikes would get people spurred on to do more."

What could we do better? What changes to make in the future?

1. Better prepared trip leaders for day-of hike
 - Trip leaders should be aware of upcoming trips so they can promote them.
 - When do introductions at the trailhead, change from "what's your favorite food?" to a club-related question like "What is something cool you did in the club?"
 - Give leader a "cheat sheet" card to register on the website
 - Make sure the leader is up to date on the "CMC ways"
 - Have trip leaders put a car magnet on the outside of car.
2. Utilize this as an opportunity for new trip leader graduates who haven't lead a hike to lead or co-lead a hike.
 - Identify these by contacting Pat McKinley (knows who graduated from the Trip Leader course) and DS&L (knows who are new leaders that haven't yet lead a trip)
3. We did not have extremely high participation. It may be better to have monthly new member hikes instead of offering so many just one time per year.
4. John Walters led and designed "Bootstrap Hikes" a few years ago. He brought new members from A hikes to climbing a 14er at the end of summer and recruited several for WTS and some to become trip leaders.
5. Cheryl Ames: Add more easy A hikes.
 - Looking at weekends in June, hardly any. Saw some hikes from Martin Berger who leads easy hikes.
 - Do we have a call for A hikes on weekends, hikes for people who aren't athletes or strong hikers, but want to hike, want the safety, encouragement of CMC instead of a meetup?
 - Cheryl would like to offer weekend hikes, but need a way to let new members know about them, and whether new members are avid hikers or beginners for whom A hikes are appropriate.
6. Why don't new members hike with us after their first time?

- They need to have a very good first experience and have expectations match their experience.
 - Story from a highly competent OTHG leader about why: She signed up for a casual paced A hike (she's a strong hiker) when she first moved to Colorado, but the leader hiked fast. When a woman on the hike noted to him that this was advertised as a "casual" hike, he responded that it was *his* casual pace. Not good. I'm annoyed at such arrogance, little understanding of his hikers' needs, abilities. We have enough of that in the CMC to cause us problems and keep some people from returning (I've heard other "horror" stories, as well, at least at the A level which is a starting point for lots of people).
7. Leaders need to define "casual pace" they'll be using
- Shouldn't be defined differently with each leader unless that person gives specifics about what time s/he expects his/her hikers to follow in hiking a mile, and at elevation.
 - An A hike and casual pace ought to mean something: casual pace is slower than the usual two miles in 30 minutes which is an average pace for reasonably fit people. Further, hiking uphill is a slower pace for A-level hikers, and lots slower at higher elevations (11000 plus) even for good hikers: 70 min miles, maybe on a 14er for newbies, non-athletes, and folks who have trouble at altitude. A hikers need to know they'll be welcomed, not made to feel they're slow, holding up a group.
8. Reevaluate leader management
- How do we conduct current leader training?
 - How do we screen leaders?
 - How do we watch for arrogant attitudes?

John Walters: I led or co-led more than a hundred hikes last year and new members nearly always cancel at the first sign of less than ideal weather, before they know enough to trust their leader's training and experience. That finding held true during an exceptionally rainy May. You may know that I posted four new member hike: May 5, 12, 19 and 26. 12 new members signed up for the four A and B hikes, but not one completed a single hike. (The May 19 hike was cancelled because only three people showed up, but I then joined another leader's hike and we had a marvelous hike, even with a little rain and snow.)

Barriers:

- Less-than-favorable weather
- New members are discouraged at the first sight of less-than favorable weather.
- New members need favorable conditions for their first hike because don't yet know enough to trust leader's training and experience

How do we preserve these lessons learned for future use in the event we want to do something like this again?

- Do not bury comments in the minutes.
- Identify a place where we can keep Denver Group Council files online.



Hikers head to the summit of Mount Porrasas from Waprous Gulch in July 2013. Photo by Steve Knapp

JUMP START YOUR SUMMER WITH HIKE SURGE

Denver Group encourages new members to get outdoors May 2 to 10 with 10 hikes in 9 days

By Maddie Philley, Denver Group Council Member

To encourage new members to participate in club activities, the Denver Group is holding a "surge" of A and B hikes from May 2 to May 10. These hikes are for everyone. We will offer approximately 10 surge hikes, in addition to those that were already scheduled.

If you are a current member, this is a great time for you to sign up for a hike: the weather is beautiful and swimsuit season is coming. Plus, there are no better people to welcome newer members to CMC than you!

Here are a few of the special hikes available:

- May 2: Berrian Mountain, Mt. Galbraith
- May 3: Full Moon/Red Rocks, Walker Ranch Loop
- May 5: Deer Creek Canyon, Chimney Gulch
- May 6: South Valley
- May 7: Mt. Galbraith
- May 9: Mount Goliath/Rogers Peak
- May 10: Maxwell Falls, Golden Gate Canyon

The hikes are not intended to be "new members only" hikes, as there is huge value in having new members join a regular CMC hike with tenured CMC members. To help get new members out on a hike, we will be conducting a calling campaign. Volunteer callers will try to match interested new club members to one of the available hikes, and we hope to see between four and six new members on each hike.

Interested in helping out or participating? For more information, contact Maddie Philley, maddiephilley@gmail.com. If you are a Trip Leader interested in participating in this event, contact Kevin Schaal, schaalk@emson.com. If you want to help with the calling campaign (and get free food), contact Patricia Leslie, plestie.leslie@gmail.com.

 May 2015 • Mile High Mountaineer •

To sign up for a hike:

- Go to www.cmc.org, log in as a member
- Scroll over Calendar and click on Trips
- To go on a Denver Group trip, specify Denver Group in filter

COUNCIL CORNER

Happenings at the Denver Group Council

By David Hutchison, Denver Group Council Chair

Trail Work Initiative Council appreciates the enthusiastic response from groups and sections who volunteered for the Trail Work Initiative. Thank you for supporting this worthwhile cause. Open dates are available.

Spring Into Service Day May 16 This is the fifth annual work day, co-sponsored by CMC and Jeffco Open Space, to kick off the summer volunteer season at White Ranch Park. Join in for trail building, habitat restoration, historic preservation and youth learning activities. Details at jeffco.us/OpenSpace/News.

Hike Surge Eleven hikes are being added to the Activity Calendar for the Hike Surge scheduled for May 2 to 10. Difficulty ranges from easy A to moderate C. Half of the slots are reserved for new members. See story page 1. Contact Maddie Philley, maddiephilley@gmail.com, for more information.

Website Migration The Denver Group website, www.hikingdenver.net, is separate from the club's statewide website. To unify, standardize and simplify navigating within CMC, Council is considering migrating hikingdenver.net to a new website, www.cmc.org/ DenverGroup. For questions or comments, contact David Hutchison.

Questions or comments for the Denver Group Council?

Contact David Hutchison, dwhutchison3@gmail.com

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MAY SOCIAL ACTIVITIES CALENDAR

We welcome new ideas. Call us, Patricia 720-296-9422 or e-mail plestie.leslie@gmail.com or Fred at 303-751-6639 or e-mail Fredsiersma@aol.com. Unless listed in the CMC Activity Schedule online, these social activities are not considered official CMC activities.



Picture: Catherine Wren, Roy Wren, Jan Barnes, Selma Kristel, Jane White, Pete White, Julie McCahan, Harold Westby, Patricia Ber- man, Fred Siersma, Sharon Silva, and Terri Hardier at Badwater Basin, Death Valley, California.

May Focus: Hikes for new members

By Patricia Leslie, Social Activities leader

Friday 1 – May Day “Top Events and Things to Do.” Besides enjoying some typical May Day activity – like dancing around a Maypole – Plan a hike! The Denver Group is reaching out to new members with additional hikes between May 2-10. We want to match our new members with a hike of their choice. A,B, C etc. Even an A level hike can take you to a great place. Fred Siersma’s first CMC “easy A” hike took him to Badwater Basin in 2010. Go to cmc.org/Calendar and see where your next hike can take you. If you haven’t hiked yet with CMC, contact plestie.leslie@gmail.com. In addition, check out the Highline Trail hikes below.

Friday 8 – TGIF at Chad’s 275 Union. 5:30 – 7 p.m. Drop by and meet some other hikers, including Dick Dieckman, your host, and likely our pal, Rocky Smith. Dick has hiked around the Alps and Rocky’s first trip with CMC was climbing Mt. Richtofen. Be SURE to check with Dick, in advance, on how to find the group in Chad’s, a busy place on a Friday. 303-980-0573.

Sunday 10 – Hike on the Highline Canal Trail. Enjoy a hike on a short section of this National Landmark Trail. It will be an afternoon A level hike, around 3 miles roundtrip. New members are especially welcome. Sign up via cmc.org/calendar. Friends welcome, too. P. Leslie.

Sunday 17 – Hike on the Highline Canal Trail. Same plan as above, hike another section.

Saturday 23 - Dinner at Colore Italian Restaurant, 5:00 p.m. This restaurant and pizzeria at 2700 South Broadway has great food. Those interested can join us afterward on RTD Light Rail to the Symphony (see below). Come to one or both events. For directions and reservation (required), call Bob Shedd, 303-733-2815.

Saturday 23 - Colorado Symphony, 7:30 p.m. Beethoven’s 4th Piano Concerto, plus Walton’s spectacular “Belshazzar’s Feast.” Discount tickets \$22. To sign up or to cancel, you must call the host by 11:30 a.m. on the day of the concert. Bob Shedd, 303-733-2815.

Friday 29 - TGIF, especially for new hikers. Chad’s, 275 Union, 5:30-7 p.m. Please check with Fred Siersma, in advance, Fredsiersma@aol.com for where to meet our CMC group in Chad’s.

Recommendations for Next Steps (sent in follow-up email)

Send resources and education to new members with receipt as soon as sign up

- To promote
 - New member hikes
 - New member orientation
- Resources
 - Top 10 individuals to contact – Call (name) if you want to learn about.
 - Overview and basic history of the club
 - PDF orienting new members to the site / How to sign up for a trip
 - How CMC hikes are rated
 - How to find leaders who fit their style
 - What to expect on your first few trips.

Implement new member hikes two times per month.

Continue calling campaign

- Improved good will and welcoming culture
- Educates new members about the Club

Promote New Member Orientation

- 8 orientations a year
- Plans it out a year in advance
- Debbie Hampton

Work with schools to continue engaged recent school graduates

- Post-school hikes specific to school graduates soon after schools end

Develop Lessons Learned Library