

Denver Group Council Minutes
Sept 9, 2015

In Attendance: Dave Hutchison, Grover Cleveland, Brian LeBlanc, Sandy McRae, Maddie Philley, Kevin Schaal, Valerie Walker. **Absent:** Roger Wendell. **Guests:** Scott Robson, Pat McKinley, John Martersteck, Debbie Markham, Bill Haneghan, Matt Biscan.

1. **Call to Order:** Dave called the meeting to order at 6:35 pm.
2. **Approval of Meeting Minutes:** July's meeting minutes were not able to be approved at the August meeting due to the lack of a quorum at that meeting. In the September meeting, both July's and August's meeting minutes were approved after the necessary edits were made.
3. **Chairman's Comments:** As discussed in previous meeting minutes, DG prepared a policy for handling gifts and donations, revised it based on council discussions and was on the verge of approving the new policy. In the meantime, Scott Robson gave Dave Hutchison a copy of State's policy on gifts and donations. Council was notified that State's policy would take precedence over any such policy that DGC would prepare. Therefore, DG is dropping any further action in this regard.
4. **Financial Report:** Brian's budget notes stated: A net loss of \$3382 compared to a budgeted net income of \$2781 in July was driven by 52% and 12% shortfalls in school revenues and Denver Group revenues (dues). This was exacerbated by an increase in schools expenses and room charges. Sections contributed slightly to the shortfall while G&A's shortfall was not significant. Year to date net income is \$74,774, \$56,461 over budget (ca. \$31,000 over budget ex-\$25,000 donation). The main driver of performance is the schools, which have generated \$127,000 in revenue, \$23,000 over budget, while holding expenses near budgeted values. The other half of the budget overage is from the \$25,000 donation, without which G&A would have shown a net loss YTD. Sections diminished net income slightly. Note: the excessive room charges for G&A are due to an error: About \$5700 of that should be entered on the "Expense" line for May, June and July, dramatically reducing G&A room charges for July and YTD.
 - \$17,715 of expenses in the G&A category were incorrectly coded. They are expenses none the less, just not coded properly.
5. **State Restructuring Plan:** Scott reported that State has finalized plans to implement a new, simpler dues structure where all Groups will pay the same membership fee resulting in savings for more than 86% of the membership base. This plan was unanimously approved by State Board. Effective October 1, 2015, the new membership fees will be \$70 for individual adults, \$95 for families and \$30 for young adults under 30 years of age. In addition, the \$25 initiation fee for new members now imposed by the club will be eliminated. CMC's press release with complete details is attached. Other comments follow:
 - The new dues structure brings CMC more in line with other Big 5 Mountain Clubs.
 - For the Denver Group, the \$70 for an individual will be \$12 less than the current fee of \$82.
 - For DG, \$5 of membership dues will be returned to the Group to support Group functions. Smaller Groups will see \$15 going back into their treasury.
 - DG's Fees for Service paid to State are being eliminated.

- DG Chair asked a rhetorical question if DGC needs to move and approve that fees paid to the Denver Group be reduced from the current fee of \$31 per member to \$0 to be in line with State's new dues structure plan. Will be discussed in a future meeting.
- CMC will provide improved benefits at no cost to members, the primary one being acceptance into Promotive for significant discounts on purchases of new gear from many of the leading manufacturers. It was also mentioned that providing financial incentive for members to participate in Adventure Travel would be good.
- The Denver Group is critical in making the new dues structure plan successful, and DG would ideally grow by about 10% in the coming year to facilitate its success. It was acknowledged that our schools are great assets, are offered at a great price to our students and continue to provide great opportunities for future membership growth.
- Currently both Denver and Ft. Collins have Trail Blazer age-based sections. State is looking at making Trail Blazers sections available for every state regional group.
- State is making an offer to a new Director of Membership who will report to Rachael Vermeal. Rachael continues in her role as Marketing Director.
- 2016 will focus on updating of the member database, the website, reversing the decline in membership, and implementing a more effective marketing strategy.
- The 2016 budget will be presented to State Board in October. With the implementation of the new dues structure 2016 is expected to be a challenging year with a goal of simply breaking even.

6. **Nominating Committee Report:** Councilors whose terms expire at the end of the current year are Roger Wendell, Sandy McRae, ~~and~~ Valerie Walker and Grover Cleveland. The Nominating Committee reports that there are six candidates running for the six vacancies up for election in October. The candidates are: Rich Gilmartin, Kathy Kurtz, Colleen Landy, Robbie Monsma, Grover Cleveland and Roger Wendell. Roger is running for another term. Since Grover was appointed to serve a one-year term at the beginning of 2015, he will run in the upcoming election for a three-year term. Earlier in 2015, two councilors resigned and they are being replaced in the October election.
7. **HAMS Reimbursement:** Debbie Markham and John Martersteck approached Council with a request for administrative approval to move money that's already available from one account to another so trip leaders can be reimbursed for their expenses incurred in the Mt. Rainier HAMS Graduation Climb.
- The HAMS Graduation Climb is traditionally to Mt. Rainier and is technically considered an Adventure Travel trip since HAMS trip leaders are reimbursed for their expenses.
 - This year, the National Parks Service responded late in approving permits for the trip resulting in seven students backing out prior to trip payment.
 - The combination of late approval and trip cancellations resulted in a budget shortfall in the Adventure Travel account out of which trip leaders are reimbursed.
 - To keep from losing trip leaders, it is essential that HAMS be able to reimburse them for leading the Graduation Climb.
 - There is currently \$3500 in the HAMS account.
 - HAMS needed approval to move money into the Adventure Travel account to cover a shortfall of \$765 because the Adventure Travel funds were insufficient due to the unanticipated cancellations.

- Maddie moved and Brian seconded a motion allowing HAMS to move the necessary money to allow trip leader reimbursement. Council unanimously passed the motion.
 - Students currently put down only \$50 non-refundable if they cancel. In the future, the non-refundable portion will be increased to half payment to prevent this from happening in future years.
8. **TCS Budget and CMC Education Initiatives:** Bill Haneghan and Matt Biscan made a presentation to Council regarding CMC's participation in an initiative to collaborate with other mountaineering organizations to develop curricula for standardizing how mountaineering skills are taught. The initial effort focuses on belaying. UIAA is the organization who will grant final approvals. Future initiatives could be in skills development for one-pitch and trad climbing.
- Bill Haneghan would be a member of the curriculum development committee serving along with instructors from the American Alpine Club (AAC) and other mountaineering organizations.
 - Three reasons why Bill and Matt recommend CMC's participation are that CMC would become UIAA certified, CMC's participation would act to strengthen the relationship between CMC and AAC, and such certification would unify the way mountaineering skills are taught within the CMC regardless of which school teaches it.
 - Bill and Matt requested Council approve the allocation of \$7500 from the Tech Climbing School's budget to go along with a prior agreement whereby CMC State Board agreed they would find matching funds to support this initiative. The sum of \$15,000 is expected to be sufficient to pay for the first year's fees.
 - After discussion, Maddie moved and Brian seconded a motion that Council will support a more in-depth investigation into the overall concept and stipulated that TCS and Matt would report back to Council for further discussion. Motion was unanimously passed by Council.
9. **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 wants to improve his/her skills 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.
- The draft version of this policy is attached along with an example sheet of different scenarios showing qualifications that allow schools to be taken with no out of pocket expense to the trip leader.
 - Denver Safety and Leadership representative Pat McKinley expressed concerns over how difficult he perceived it would be to track the qualifying trips; also that for the purposes of being a qualifying trip, the trip should be open to all DG members. It was reiterated that a trip leader requesting to sign up for a school would be obligated to list the trips he/she felt were qualifying trips; then it would be a relatively simple matter to confirm those trips were indeed qualifying trips.
 - Following discussion, the policy will be revised, reissued and voted on at the October meeting.

10. **October Meeting:** The October DGC meeting will be held on Oct 14th at 6:30 PM. No one was designated to bring snacks for this meeting.

11. **Adjournment:** Meeting was adjourned at 9:30 PM

Respectfully submitted

Kevin Schaal 10/9/15

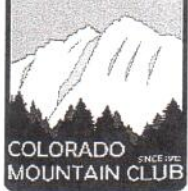
Attachments: July Budget Summary, Communication Release about Change in Dues Structure, Denver Group Policy on Trip Leader Training Support (Draft Version), Examples of Trip Leader Qualifications.

Financial Report to the Denver Group Council

July 2015

	Actual JULY 2014/2015	Budget JULY 2014/2015	B/(W) June 2014/2015	%	Actual YTD 2014/2015	Budget YTD 2014/2015	B/(W) YTD 2014/2015	%
TOTALS SCHOOLS¹								
Total School Revenue	3,835	8,033	(4,198)	-52%	126997	103,943	23,054	22%
Total Expense	(3,735)	(3,696)	(39)	1%	(48279)	(47,481)	(798)	2%
Total Room Charge	(1,800)	(925)	(875)	95%	(22900)	(25,350)	2,450	-10%
Total School Net Income	(1,700)	3,412	(5,112)	-150%	55818	31,112	24,706	79%
TOTAL SECTIONS								
Total Revenue	890	725	165	23%	11,460	9,420	2,040	22%
Total Expense	(1,262)	(331)	(931)	281%	(6094)	(4,003)	(2,091)	52%
Total Room charges	(325)	(250)	(75)	30%	(4,125)	(3,150)	(975)	31%
Total Section Net Income	(697)	144	(841)	-584%	1,241	2,267	(1,026)	-45%
TOTAL G&A								
REVENUE ²	5,870	6,642	(772)	-12%	101517	71,975	29,542	41%
EXPENSES	(1,024)	(7,092)	6,068	-86%	(64,835)	(85,141)	20,306	-24%
ROOM CHARGES	(5,831)	(325)	(5,506)	1694%	(18,967)	(1,900)	(17,067)	898%
G&A Net Income	(985)	(775)	(210)	27%	17,715	(15,066)	32,781	-218%
GRAND TOTAL REVENUE	10,595	15,400	(4,805)	-31%	239,974	185,338	54,636	29%
GRAND TOTAL EXPENSE	(6,021)	(11,119)	5,098	-46%	(119,208)	(136,625)	17,417	-13%
GRAND TOTAL ROOM CHARGE	(7,956)	(1,500)	(6,456)	430%	(45,992)	(30,400)	(15,592)	51%
GRAND TOTAL NET INCOME	(3,382)	2,781	(6,163)	-222%	74,774	18,313	56,461	308%

A net loss of \$3382 compared to a budgeted net income of \$2781 in July was driven by 52% and 12% shortfalls in school revenues and Denver Group Revenues (dues). This was exacerbated by an increase in schools expenses and room charges. Sections contributed slightly to the shortfall while G&A's shortfall was not significant. Year to date net income is \$74,774, \$56,461 over budget (ca. \$31,000 over budget ex-\$25,000 donation). The main driver of performance is the schools, which have generated \$127,000 in revenue, \$23,000 over budget, while holding expenses near budgeted values. The other half of the budget overage is from the \$25,000 donation, without which G&A would have shown a net loss YTD. Sections diminished net income slightly. Note: the excessive room charges for G&A are due to an error: About \$5700 of that should be entered on the "Expense" line for May, June and July, dramatically reducing G&A room charges for July and YTD.



May 26, 2015

FOR IMMEDIATE RELEASE

Director

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COLORADO MOUNTAIN CLUB ADOPTS NEW UNIVERSAL STATEWIDE DUES STRUCTURE

Results in savings for more than 86% of membership base

The Colorado Mountain Club is implementing a new statewide membership rate effective October 1 that will reduce dues for 86% percent of members.

The new dues will be \$70 for individual adults, \$95 for families and \$30 for young adults under 30 years of age. The updated system replaces one in which each of the Club's 13 regional groups set their own rates, which ranged from \$51 to \$107. It's the first time the CMC had altered its membership dues in nearly a decade.

This pricing, which was one of many options examined by a restructuring task force comprising CMC members from across the state, will allow the Club to remain affordable for families and individuals in a competitive market, reduce or keep dues flat for 86% of members and present a more attractive price point for young adults.

CMC membership will continue to include access to daily excursions, dozens of schools teaching outdoor skills, monthly social events, worldwide adventure travel trips, conservation projects and more. The Club's structure of being split into 14 regional autonomous groups will remain unchanged. With the new membership rates, most Groups will see an increase in funding from the state office to organize local programs, events and courses.

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About CMC: *The Colorado Mountain Club is the state's leading organization dedicated to adventure, recreation, conservation and education. Founded in 1912, the CMC acts as a gateway to the mountains for novices and experts alike, offering an array of year-round activities, events and schools centered on outdoor recreation. The Club comprises 14 regional groups across the state to serve the local needs of its members and partners. To ensure the continued enjoyment of Colorado's pristine places, the CMC also leads efforts to protect wild and public lands with its conservation and stewardship programs. The Club publishes a quarterly magazine, Trail & Timberline, and operates a press with more than 45 current titles. No other organization in the Intermountain West employs such a strong or broad approach to connecting people with the Rocky Mountain landscape.*

Denver Group Policy on Trip Leader Training Support

Background. Trip leaders are essential to accomplish the mission of the Denver Group. They are the focal point for member access to the Colorado outdoors in a safe and responsible way. To ensure that trip leaders are trained and qualified to perform this task, the Denver Safety and Leadership Committee (DS&L) has established training requirements for trip leaders, as well as standards as to what trips a trip leader can lead.

The cost of this training is paid by the individual trip leader, though in some cases there are scholarships to help defray the costs.

Even with scholarships, the cost of this training (and refreshers) can be substantial – even prohibitive – for some leaders. Trip leaders have already made a greater contribution to the Denver Group than most members. It seems ironic that they are required to pay for the privilege.

Moreover, the training mandated by DS&L is actually the minimum we expect trip leaders to have and does not include training we would like them to have, such as backcountry skills. A trip leader who chooses to add to his competencies through elective training in backcountry and safety-related skills must pay those costs as well.

It is in the interests of the Denver Group and its members that the Denver Group Council implement a policy that has the following goals:

- Shift the cost burden of training required by the Denver Group from individual trip leaders to the Denver Group as a whole
- Improve the backcountry and safety-related competency of Denver Group trip leaders for the benefit of all club members
- Offer incentives for Denver Group members to become trip leaders
- Offer incentives for new and current Denver Group trip leaders to lead more trips, including winter and technical trips

Purpose. The purpose of this proposal is to offer a program of financial support to trip leaders for required training as well as for some elective training with the aim being to achieve the goals listed above. This proposal would apply to all Denver Group trip leaders.

Policy.

Training for prospective trip leaders will be at no cost for active Denver Group members.¹ At present, prospective trip leader training includes Trip Leader School (TLS) and Wilderness First Aid (WFA), which is a requirement for TLS. This policy also applies to other schools that may be mandated for prospective trip leaders in the future.

To qualify for no-cost training, prospective trip leaders are expected to sign up for both WFA and TLS as a sequence. Prospective trip leaders who have already taken WFA or an equivalent may enroll in TLS at no cost.

Required or recommended refresher training for current trip leaders will be at no cost for trip leaders. At present, DS&L recommends refresher training on the following schedule:

¹ An active member is one who has participated in an activity listed on the CMC calendar in the last 12 months.

- All trip leaders are recommended to refresh WFA at least every three years
- Winter trip leaders are required to refresh Avalanche Terrain Awareness (ATA) every five years
- Backcountry winter trip leaders are required to refresh AIARE Level I training every five years

This policy also applies to changes in recommendations or requirements, as well as to other schools that may be recommended or required for trip leaders in the future. To qualify for no-cost refresher training, trip leaders must be active trip leaders according to DS&L policy.

Trip leaders may qualify for elective training to improve their leadership or certain backcountry skills. The intent is to provide training for trip leaders aimed at responding to an emergency or keeping participants safe. This training is offered at no cost to trip leaders who qualify based on the number of trips led in a 12-month period.²

Table 1 below shows the schools and courses supported by this policy and the qualifications to obtain support. Senior Instructors may substitute “trip or field day” for “trip” in the table.

School/Course	Qualification Standard
WFA-TLS Sequence	Be an active DG member
TLS	Be an active DG member Have WFA or equivalent training
WFA Refresher	Be an active trip leader
ATA Refresher	Be an active trip leader
AIARE Level I Refresher	Be an active trip leader
CPR	Lead at least 1 trip in a 12-month period
NAV1	Lead at least 1 trip in a 12-month period
NAV2	Lead at least 1 trip in a 12-month period
SNO1	Lead at least 1 trip in a 12-month period
WTS	Lead at least 3 trips in a 12-month period
BKPS	Lead at least 3 trips in a 12-month period
AIARE Level I	Lead at least 3 trips in a 12-month period ³
WSS	Lead at least 5 trips in a 12-month period
ASC	Lead at least 5 trips in a 12-month period
TLCS	Lead at least 5 trips in a 12-month period

Table 1 - Training Offered at No Cost to Trip Leaders

Any Denver Group member who meets the appropriate qualification standard may attend any of the schools/courses listed above free of charge. The Denver Group will pay all tuition costs for the training. Any other costs associated with the training (equipment costs, rental fees, trip fees, etc.) must be paid by the member.

Trip leaders who qualify may attend any number of schools and courses. The only requirement is that the trip leader must qualify by leading the appropriate number of trips in a 12-month period.

² The period mentioned here refers to the 12-month period preceding the date of the application for support.

³ Must be winter trips.

However, once a trip is used to qualify a trip leader for a school or course, it may not be used a second time to qualify for additional training.

The Denver Group will only pay to train Denver Group members at Denver Group schools. CMC members not in the Denver Group and schools offered commercially or by other CMC groups are not covered by this policy.

There are no reimbursements under this policy. A current or prospective trip leader may not apply to have tuition reimbursed for schools or courses taken either before or after the implementation of this policy, to include schools currently in session.

Trip leaders will have priority for enrollment in the listed schools and courses. This means that if there is a slot for the school when the trip leader applies, then he/she gets the slot. If there is a waitlist for the school, the trip leader moves to the top of the waitlist. Trip leaders apply for the school or course as does any other Denver Group member. Schools will not be required to “reserve” slots for trip leaders.

The CMC trip database will be the source for determining whether a trip leader has met the qualification standard for a school or course.

The procedures for implementing this policy will be developed by DS&L. This policy may be implemented in phases at the discretion of DS&L.

Example 1 – Mark Leggs

- Background Information
 - Became a trip leader in 2004
 - Currently a C hiker
 - Applies to attend training on 7 Sep 15
 - Has led five winter trips during the period 7 Sep 14 – 7 Sep 15
- Questions
 - Does Mark qualify to attend AIARE Level I at no cost? **YES**
 - Led three winter trips in the previous 12 months
 - Does Mark qualify to attend ASC at no cost? **YES**
 - Led five trips in the previous 12 months
 - Can Mark attend both AIARE Level I and ASC? **NO**
 - Once a trip is used to qualify for one school, it cannot be used to qualify for a second one

Example 2 – Nancee Nathan

- Background Information
 - Not a trip leader, but is an active Denver Group member
 - Currently a B hiker
 - Applies to attend trip leader training on 7 Sep 15
- Questions
 - Does Nancee qualify to attend WFA at no cost? **YES**
 - However, she must enroll in a WFA-TLS sequence (i.e., she must intend to become a TL)
 - Does Nancee qualify to attend TLS at no cost? **YES**
 - However, she must enroll in a WFA-TLS sequence (WFA is a prerequisite for TLS)

Example 2a – Nancee Nathan (continued)

- Background Information
 - Became a trip leader in 20 March 2016
 - Still a B hiker
 - Applies to attend WTS on 15 Apr 16
 - Has led three trips during the period 20 Mar 16 – 15 Apr 16
- Questions
 - Does Nancee qualify to attend WTS at no cost? **YES**
 - Led three trips in the previous 12 months (actually, in the previous month)

Example 3 – Mike Montaine

- Background Information
 - Became a trip leader in 2014
 - Currently a C hiker
 - Applies to attend BMS on 7 Sep 15
 - Has led five winter trips during the period 7 Sep 14 – 7 Sep 15
- Questions
 - Does Mike qualify to attend BMS at no cost? **NO**
 - BMS is not one of the schools covered by the policy
 - Mike **DOES** qualify to attend NAV1, NAV2, and SNO1 (all three), which are part of the Basic Mountaineering Certification (BMC)
 - To complete the BMC, Mike would need to take the remaining modules at his own expense