



GROUP TOOLKIT

(GROUP OPERATIONS MANUAL)

Table of Contents

Welcome	2
Purpose.....	3
Why this toolkit exists	3
How do I use the toolkit?.....	3
What is a Group	4
Revenue	4
Marketing/PR.....	4
Accounting.....	4
Local Conservation & Youth Education	4
What is the State	5
History of the CMC	6
The CMC as a Non Profit	7
Membership Benefits	9
General Expectations for Groups.....	11
Structuring and Evaluating the Group Council.....	12
Resources Available for Groups	13
Treasurer’s Manual	14
Federal Tax Identification Number	14
501(c)3 Tax Exempt Status	14
Colorado Sales Tax Exemption	16
Selling Merchandise and Collecting Sales Tax	16
Charitable Contributions.....	18
Financial Policies.....	18
Dues and Fees	18
Insurance.....	19
Attendance and SCFD	20
Year End Reporting.....	21
Recruiting & Retaining Volunteers	23
Engaging and Retaining New Members	24
Emergencies During a Trip.....	25
Appendices.....	26
Appendix: A CMC Policies Related to Trips	26
Appendix: B Job Description for Group Council Member (sample)	31
Appendix: C Sample Job Descriptions, Typical Positions and Committees	32

Appendix: D CMC Organizational Chart.....	34
Appendix: E Organization Chart Narrative	35
Appendix: H Composition and Responsibilities	37
Appendix: F Trip Leader Instructions for the Online Activity Schedule	42
Glossary	49

Welcome

The CMC has a long tradition of being a volunteer organization. The heart and soul of this great organization truly is the hard working, dedicated people who make the CMC as great as it is.

The CMC currently has 14 groups throughout the state of Colorado and one collective group “Friends of the Colorado Mountain Club.” The “friends” group is made up of members who do not live in the state but still want to be a part of the CMC and participate in activities.

Groups are essential to the club and are the direct contact to our membership base. The State office (board and staff) rely on Groups to provide services to members, create and lead trips, recruit new members, retain existing members, and advocate on behalf of their membership to ensure the club is providing benefits for all.

*These are the things I prize
And hold of the dearest worth
Light of the sapphire skies,
Peace of the silent hills,
Shelter of the forest,
Comforts of the grass,
Music of the birds, murmur of little rills.
Shadows of clouds that swiftly pass,
And after showers the smell of flowers
And of good brown earth,
And best of all, along the way
Friendship and mirth.*

-----Henry Van Dyke

Purpose

Why this toolkit exists

The toolkit exists to instruct new Groups, Council Members, and Leaders in the ways of CMC. As a new Group or Council Member, there is a lot of information to know about the club and what your role in the club is. This toolkit is designed to give you the tools to be successful. This toolkit is a fluid document so please let your Group Chair or the CEO know if you find something missing that would have been helpful to you!

How do I use the toolkit?

There is a lot of information in this document. It is similar to starting a new job when HR hands you the employee handbook to read and sign. How many of you read the entire handbook from start to finish on your second day? Well maybe a few, but the majority of people probably skim the contents, and read what directly affects their roles and responsibilities. The table of contents will allow you to go directly to the area you wish to read about. Because the CMC is such a diverse organization it will be critical to read about the type of entity the CMC is and all of the different parts that make up the club.

What is a Group

There are approximately 14 groups across the state, with a range of sizes and the manner in which they offer activities to their members. A group must be approved by the State Board and encompass the entire CMC mission. The largest CMC group is Denver with a member count ranging from 4-5,000. Some of the smaller groups may only have 25 people.

Groups have autonomy and act independently of the state organization in many areas. Groups are responsible for finding volunteer leaders, organizing trips, following CMC policies, and keeping their group strong and viable. Groups collaborate with state and other groups to carry out the CMC goals and mission.

Revenue

Groups can receive revenue from dues (setting a rate above the state dues) as well as by offering schools or classes and charging a fee to participants. Currently four Groups offer schools (Boulder, Ft. Collins, Denver, and Pikes Peak).

Marketing/PR

Marketing and PR are collaboration between the State and Groups. Marketing and PR is encouraged at the local Group level. The State office may provide marketing material to a Group if needed (brochures, branding templates, expertise from marketing staff.) Groups must follow the brand of the CMC in all materials as well as the appropriate messaging of the CMC's mission. The State will manage Marketing and PR for State activities (Mountain Fest, Hike for Youth, etc)

Accounting

All Groups must comply with State Accounting policies. See Treasurer's Manual.

Local Conservation & Youth Education

The State office has professional staff as well as committed volunteers that work on state-wide Conservation issues as well as stewardship projects such as trail maintenance. The State encourages all Groups to further the Club's mission of conservation and stewardship by working on local issues & projects in these arenas.

For conservation, it is important that the Club speak with one voice to land managers, the media, and the general public. Groups can contact the State office to obtain updates on issues of importance to local Groups as well as the entire Club. Groups are further asked to contact the State office for assistance before releasing any public written or verbal statements on conservation issues.

For stewardship, the State office can provide assistance and "how to" guidance for Groups that want to implement a trail stewardship project or establish a long term stewardship program with local land managers.

What is the State

The State is comprised of staff, board members, and state operating committee volunteers. The State office exists to manage the entire operations of the club and to plan for the future of the club. The State currently has 17 staff (full and part time.) The staff works in Youth Education, Conservation, Publications, Marketing/Trail & Timberline, Membership Services, Accounting, IT, Development, and the Museum. The State Board consists of 15 board members, and 4 officers. Applications to become a State Board member go out to the membership each year. Until 1981, the CMC was entirely a volunteer run organization without any paid staff. As the club grew, more resources were needed to manage the diverse organization. Today professional staff works in collaboration with volunteers to continue to grow and improve the club.

History of the CMC

Twenty-five charter members united their love of the mountains in 1912 and established the Colorado Mountain Club. The Club rapidly grew to two hundred members barely a year later, when the CMC became a nonprofit corporation. Charter members included Enos Mills, whose efforts were influential in establishing Rocky Mountain National Park; Roger Toll, who held the prestigious positions of superintendent at Yellowstone, Rocky Mountain, and Mount Rainier National Parks; and Carl Blaurock, who along with William Ervin was the first to climb all of Colorado's 14,000-foot peaks (or at least the first to climb all of the fourteeners then known in 1923.)

Around the time the CMC was organized in Denver in 1912, mountain enthusiasts were also organizing clubs in Colorado Springs and Boulder. The Colorado Springs club joined the CMC in 1919 and became the Pikes Peak Group; the following year the Front Range Club joined and became the Boulder Group. The Fort Collins Group was formed in 1921. The Denver Group did not come into official existence until 1938; until that point the CMC's Board of Directors also managed local matters for the Denver membership. The Western Slope Group was formed in 1950, the El Pueblo Group in 1962, a Longmont area group—the Longs Peak Group—in 1963, and the San Juan Group in 1965. Other CMC Groups include Aspen, Colorado Wilderness Kids, Gore Range, Shining Mountains, Friends of Route County, and—for out-of-state members—the Friends of Colorado.

Realizing that every expert was once a beginner—but the beginner may always remain so unless taught—the CMC formed its first school in 1939 to teach mountaineering techniques. In 1947 the Denver and Boulder Groups organized their first climbing schools, closely followed by the Pikes Peak Group in 1950. The Denver Group started its Basic Mountaineering class in the 1950s, followed by an Avalanche Awareness course. Today, CMC members continue to benefit from the invaluable instruction of CMC volunteers, many of whom were themselves beginners when they joined the Club.

In 1912, the Club's founding members created our mission statement, and it is a true testament to their vision that the statement is as relevant today as ever. The CMC continues to follow the course set by its founding members by:

The Colorado Mountain Club is organized to:

- Unite the energy, interest, and knowledge of the students, explorers, and lovers of the mountains of Colorado;
- Collect and disseminate information regarding the Rocky Mountains on behalf of science, literature, art, and recreation;
- Stimulate public interest in our mountain area;
- Encourage the preservation of forests, flowers, fauna, and natural scenery; and
- Render readily accessible the alpine attractions of this region.

The CMC as a Non Profit

The CMC is a 501(c) 3 nonprofit, charitable organization dedicated to recreation, conservation, and education. This means that we rely on generous contributions—above and beyond regular membership dues—from our members and supporters to keep the club strong.

A charitable enterprise is established with the intention of providing a service to the community, rather than making a profit. Although many think the CMC only serves members, as a 501(c) 3 nonprofit, the club operates with the intention of improving the community at large. The public, as well as its members, are “customers” of the club.

A 501(c) 3 is allowed to grow to a sufficiently large size so that it is able to cause significant change. All donations to the CMC are generally tax-deductible to the individuals making the contribution. This is done to encourage charitable giving.

The CMC is a business with many facets.

- Membership
 - The CMC has roughly 7,700 members

- Youth Education
 - The CMC educates over 5,000 youth annually, creating tomorrow’s mountaineers and stewards

- Adult Education
 - Lectures and classes for continuing education on a variety of topics
 - Schools/Classes - Opportunities to develop skills and knowledge on a variety of topics to help members travel safely and wisely in the mountains

- Conservation
 - Protecting Colorado’s wild lands and backcountry recreation experiences. Working with land management agencies, partner organizations, elected officials, and coalitions to permanently protect our last remaining roadless areas and the ecological integrity of our region.
 - Conservation service projects are offered by the CMC to members and the general public. Groups are encouraged to organize service projects in their communities as well.

- Publications/Press
 - Award winning press department publishing a diverse range of trail, natural science, data and pack guides
 - Trail & Timberline – club’s quarterly magazine

- Mountaineering Museum
 - Owned in partnership with American Alpine Club
 - First and only museum in the United States dedicated to the heroism, technology, culture and spirit of mountaineering
 - Reduced entry fee to members

- Development
 - Fundraising (events, appeal letters, 21st Century Circle, Corporate donors, grants, donor relations)

- Adventure Travel
 - Adventure Travel trips are led by CMC volunteers, are competitively priced, and very popular.
 - The Adventure Travel committee is always looking for new trips so if you would like to lead a trip, please contact the committee for more details.

Membership Benefits

- **TRIPS:** Free access to over 3,000 trips and adventures annually, ranging from easy day hikes and snowshoe trips, to peak climbs, cross-country, and downhill ski trips, to long day walks.
- **SCHOOLS:** Access to back-country classes and seminars offered by various CMC groups. Training in mountaineering, backpacking, and cross-country skiing are examples of the skills members can gain by taking group-sponsored schools.
- **YOUTH EDUCATION:** Support our award-winning Youth Education Program which is helping to create tomorrow's mountaineers and stewards
- **CONSERVATION:** Help protect Colorado's wild lands and backcountry recreation experiences by supporting our conservation programs and stewardship efforts.
- **SOCIAL:** Opportunity to socialize with 7,700 like-minded Coloradans interested in outdoor, human/muscle powered recreation.
- **PUBLICATIONS:** *Trail & Timberline*, the club's magazine since 1918, is published quarterly, and (contains feature articles, history, club news and announcements, occasional gear reviews and trip reports.)
- **BOOKS:** Discounts on all CMC Press books. Our growing collection of publications includes guide books for Colorado and beyond, conservation texts, and children's books.
- **ADVENTURE TRAVEL:** Travel to favorite foreign destinations through our Adventure Travel program. CMC-sponsored world-wide trips are generally priced far below those offered by commercial, for-profit outfitters.
- **ADULT EDUCATION:** Access to Adult Education courses with fellow members. Arranged by CMC's Education Director, classes are offered both in Golden at the American Mountaineering Center and in remote locations around the state and nation. Past offerings included a wild plant school, a writer's workshop, a painting retreat, and naturalist field training.
- **EVENTS:** Discount rates for special events at the American Mountaineering Center. Events include film festivals, member photography shows, book festivals, adventure speakers, and much more.
- **REGIONAL MOUNTAIN CLUB:** Recreate with other Mountain Club organizations. The CMC has a partnership with Adirondack Mountain Club, Seattle Mountaineers, Mazamas, and the AAC to share member benefits with the reciprocal clubs. Check out our website at CMC Partners for more details.

- DISCOUNTS check the website http://www.cmc.org/join/join_memberbenefits.aspx for updates
 - 50% off admission at the American Mountaineering Museum
 - 25% off titles from The Mountaineers Books
 - 20% at Base Camp, the CMC's adventure gift shop
 - 10% at Neptune Mountaineering, Boulder
 - 10% at Wilderness Exchange Unlimited, Denver
 - 10% at Mountain Chalet, Colorado Springs
 - 10% at The Trailhead, Buena Vista
 - 10% at Bent Gate and Golden Bike Shop

General Expectations for Groups

- Notify Membership Services of current Group Officers (including any mid-term changes), with contact information (names, addresses, phone numbers, e-mails).
- Ensure that Chief Executive Officer has current versions of Group constitutions, bylaws and other permanent governing documents.
- Send copies of Group minutes to Chief Executive Officer.
- Ensure that Chief Executive Officer and Controller have Group financial information in a timely manner.
- May grant a maximum of five (5) courtesy memberships (Constitution.)
- Manages Group's business affairs.
- Determine council structure and election process.
- Take minutes of all council meetings and makes them available to all.
- Select State Council representative.
- Set Group dues (in contrast, the State Board sets Statewide dues.)
- Determine Group rules and standards (in contrast, the State Board determines state-wide policy).
- Determine Group budget and financial decisions for Group.
- Determine the annual plan of work of the Group to support the State Strategic Plan.
- Organize, manage, and offer trips, classifying the difficulty, and submit for state publication.
- Communicate with members, which may include a newsletter.
- Handle member inquiries and potential new member inquiries.
- Offer programs to members and potential members.
- Offer trainings and schools to members. Sets the prices.
- Ensure that the state constitution, bylaws, policies & procedures are followed. These can be found at http://www.cmc.org/about/about_govdocs.aspx
- Develop and carry out local publicity including marketing & PR. (Must follow State branding.)
- Oversee that safety is maintained by offering safety training to leaders and members.
- Provide the State Safety and Leadership Committee with a summary of all accidents/incidents that occurred on trips and school sessions for which the Group is responsible during the year.
- Maintain local archives.
- Maintain Group web site.
- Selecting, supervising and if necessary, releasing leaders.
- Ensure leaders fill out online trip report post trip.
- Classify members trip activity level (if applicable.)
- Handle many local grievances and problems.
- Collaborate with State Staff and Board in a courteous professional manner.

Structuring and Evaluating the Group Council

Because of the size, traditions, and needs of each Group, each Group's council will differ.

For example, Long's Peak Council has 6 people; Denver 11; Pikes Peak 22. No matter the Council's structure, the important thing is that the functions in the previous page are covered.

End of the year evaluate the council's actions and the work that was contained in the annual plan of work. Submit highlights of the year for the state-wide annual report.

Written bylaws for the Groups must be consistent with the state's bylaws.

Resources Available for Groups

The following resources are available from the CMC State Office. Contact CMC's Membership Services toll-free at 800-633-4417 ext. 124 or locally at 303-279-3080 ext. 2.

- Forest Service Permits
- Leadership manual online at www.cmc.org/leader
- Brochures
- Club Publications (T&T copies, annual report, etc)
- Visuals: Banners, Tri-Fold Displays, Promotional Videos
- Library Materials, including videos suitable for showing at Group Programs
- Speakers' and Educators' Bureau (Volunteers Available for Education Sessions)
- Avalanche kit
- Trip sign up
- Visits from CEO, staff, or board for events or council meetings
- Consultation from CEO, staff, or board
- Trainings on a wide variety of topics from volunteer recruitment to group conflicts

Treasurer's Manual

Federal Tax Identification Number

The Federal Tax Identification for the Colorado Mountain Club is:

84-0410760

This number should be used in opening bank accounts, investment funds, etc. It's the number the federal government uses to identify the club. All fourteen groups share this number, as well as all functions on the state level.

501(c)3 Tax Exempt Status

The Colorado Mountain Club is a 501(c)3 organization. We are a registered charity and can be found on the State of Colorado's web page under charities. This means we can accept charitable contributions and those contributions will be tax deductible to the donors. (See charitable contributions for more details).

You can use the letter on the next page to verify our tax-exempt status. No taxes should be paid by the club. In order to get these taxes waived, many businesses will need proof of this letter.

FEB 18 2007

Internal Revenue Service

Date: January 30, 2007

COLORADO MOUNTAIN CLUB
710 10TH ST STE 200
GOLDEN CO 80401-5813

Department of the Treasury
P. O. Box 2508
Cincinnati, OH 45201

Person to Contact:
Mr. Schatz ID 21-08701
Customer Service Representative
Toll Free Telephone Number:
877-829-5500
Federal Identification Number:
84-0410760

Dear Sir or Madam:

This is in response to your request of January 30, 2007, regarding your organization's tax-exempt status.

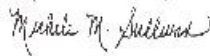
In September 1994 we issued a determination letter that recognized your organization as exempt from federal income tax. Our records indicate that your organization is currently exempt under section 501(c)(3) of the Internal Revenue Code.

Our records indicate that your organization is also classified as a public charity under section 509(a)(2) of the Internal Revenue Code.

Our records indicate that contributions to your organization are deductible under section 170 of the Code, and that you are qualified to receive tax deductible bequests, devises, transfers or gifts under section 2055, 2106 or 2522 of the Internal Revenue Code.

If you have any questions, please call us at the telephone number shown in the heading of this letter.

Sincerely,



Michele M. Sullivan, Oper. Mgr.
Accounts Management Operations 1

Colorado Sales Tax Exemption

The Colorado Mountain Club was granted a sales tax exemption on August 24, 1994. This applies to items purchased on behalf of CMC, to be used by CMC.

When making any purchases on behalf of the Colorado Mountain Club, every effort should be made to avoid paying Colorado State Sales Tax. Most businesses will need the proof of tax exemption in the form of the letter above.

Some Vendors will require the purchase be made by a CMC check or credit card; others will just require the tax exemption certificate or the number. If a CMC check is needed, a check request through the state office is the appropriate channel. Please allow two weeks for the check to be mailed.

The sales tax exemption number is 98-10932-0000.

A copy of the certificate is included here.

Selling Merchandise and Collecting Sales Tax

The Colorado Mountain Club must collect sales tax on any merchandise sold with the following exceptions:

- merchandise sold to a retailer for resale
- merchandise sold that is being shipped out of state

Sales tax must also be collected on any equipment or facility rented to anyone.

State sales tax is currently 4.2%, this amount along with any local tax must be collected on each sale.

Sales must be reported quarterly to the State Office to be included in the Sales tax returns prepared on behalf of the Colorado Mountain Club. State tax collected should be remitted to the State office for inclusion in the payment to the State of Colorado.

Each group is responsible for collecting and remitting local sales tax to the appropriate entity in their area. The State office does not report local sales tax for the groups. However, a copy of the local sales tax report should be sent to the State office for recordkeeping.

CP 8-8007-80
COLORADO DEPARTMENT OF REVENUE
1375 SHERMAN STREET
DENVER CO 80202

CERTIFICATE OF EXEMPTION FOR SALES AND USE TAX ONLY

THIS LICENSE IS
NOT TRANSFERABLE

USE ACCOUNT NUMBER for all references	LIABILITY INFORMATION	ISSUE DATE
98-10932-0000	11 042 8399 N 082294	4JG 24 1994

710 10TH ST GOLDEN CO

THE COLORADO
MOUNTAIN CLUB
710 10TH ST
GOLDEN CO 80401

Terence Mager

EXCISE & DUTY
Department of Revenue

▲ DETACH HERE ▲

Charitable Contributions

Contributions received by the Colorado Mountain Club are tax deductible to the donor. Donors are responsible for obtaining a written acknowledgement from us for any single contribution of \$250 or more before they can claim a charitable contribution on their federal income tax return.

Membership dues are not tax deductible. While the actual dollar value of benefits received by members is subjective, it has been determined that it is higher than our yearly dues.

The Colorado Mountain Club state office issues acknowledgements to all donors on a regular basis.

Each group is responsible for acknowledging and thanking donors for gifts to their groups. The state office does major donor cultivation, corporate fundraising, and grant writing for the organization. To ensure that the CMC is practicing responsible fundraising, all fundraising must go through the state development office. Please see attached fundraising form. This form is to be filled out and submitted to CMC Development Director for final approval. Once the Development Director has approved the fundraising form, the Group is clear to ask for any donated items.

Financial Policies

Each Group must have financial policies. These should include but not be limited to:

- The CMC has a fiscal year beginning October 1st and ending September 30th. Groups are required to operate under the same reporting basis of having a fiscal year of October 1st to September 30th.
- No individual member shall realize personal financial gain from any CMC sanctioned event. Expenses reimbursed shall not exceed out of pocket expenses.
- Original invoices detailing the expenses for which reimbursement is being requested should accompany all requests for reimbursement. Credit card receipts alone are not acceptable.
- The CMC is a tax-exempt organization. Every effort should be made to avoid paying Colorado sales tax if possible.
- Before making an entry, the Group Treasurer should understand the transaction and verify all proper authorizations are clearly noted on the source document.
- The Group Treasurer should maintain a proper level of skepticism. Question everything that seems illogical or unreasonable and report it to proper supervising personnel. The Group Treasurer should report to the State Treasurer if the supervising personnel are non-responsive.

Dues and Fees

Member dues are determined by the State Board. Per the bylaws, dues will be evaluated every 5 years. State membership dues are charged the following:

Individual	51 + 25 onetime fee
2 year	92 + 25 onetime fee

Family	77 + 25 onetime fee
2 year	139 + 25 onetime fee
Individual renewal	51
2 year	92
Family renewal	77
2 year	139
Young Adult	21
Lifetime member	1,020

State dues cover membership operating costs. Groups have the option of charging a fee above the State level to keep for their own costs such as mailings, etc. Please notify the State office if you wish to add or change your Group dues.

It is the responsibility of the State office to collect membership dues and admission fees from all members. Group dues are then remitted to the Group Treasurers on a monthly basis if the amount owed is greater than \$10.

Members are allowed to transfer from one Group to another, but no allocation of dues is transferred until they renew their membership.

Insurance

Liability insurance is required at all times and will be provided by the State. It is not necessary for individual Groups to obtain their own insurance.

Liability insurance covers the Colorado Mountain Club and its leaders in the event of a lawsuit relating to an accident.

If your group initiates an activity that has not previously been offered, it is a good idea to check with the CEO to make sure the club has liability insurance coverage for it.

See below for an easy to read write up regarding leader liability.

Leader Liability: Protections against Lawsuits

By Rolf Asphaug

(Note: The following is general legal information, not legal advice. This article provides information about the law designed to help people deal with their own legal needs. Legal information is not the same as legal advice: the application of law to your specific circumstances. Although the author has tried to make sure that the following information is accurate and useful, please consult a lawyer if you want professional assurance that this information is appropriate to your particular situation.)

Persons thinking of leading CMC trips often ask: “If something happens on my trip, can I get sued?” The answer to that is, frankly, yes, you **can** get sued – although in the entire history of the Club, there appears to have been only one reported case in which someone actually tried to sue a trip leader.

The far more important question is: “Am I **protected** if I get sued based on my leading a CMC trip?” There again, the answer is yes. ***In fact, if you’re sued as the result of an injury caused by your good-faith mistake while leading a CMC trip, the lawsuit would likely be dismissed right***

away, you won't need to hire your own lawyer, and CMC's insurance coverage would protect you.

As a CMC trip leader, you are protected from personal liability in at least three different ways:

1. The CMC release. Every CMC member and guest signs a release, promising not to hold the Club or its leaders liable if something goes wrong. This is your and CMC's *first line of defense* against a lawsuit, and it is a strong defense. Colorado and other states recognize the validity of releases like these. In that one reported case against the CMC years ago (*Voight v. CMC*), CMC got in trouble because we were unable to locate a release for one of the persons filing suit. The CMC is doing a far better job of keeping and filing releases now. To protect yourself, remember: ***Always have any non-CMC guests on your trips sign releases BEFORE the trip begins! Send in the signed releases with your trip reports!***

2. The CMC's liability insurance. This insurance protects the CMC and its volunteers against liability claims. Just as importantly, it insures against the costs of hiring a lawyer and defending against a lawsuit.

3. The "Colorado Volunteer Service Act". This Colorado state law (CRS 13-21-115.5), enacted in 1992 in part as a response to that CMC lawsuit, provides strong legal protection to CMC trip leaders and other CMC volunteers, even if we didn't have releases and insurance. The law recognizes that "the willingness of volunteers to offer their services has been increasingly deterred by a perception that they put personal assets at risk in the event of tort actions seeking damages arising from their activities as volunteers," and therefore protects "the right of an individual to freely give time and energy without compensation as a volunteer in service to the community without fear of personal liability for acts undertaken in good faith absent willful and wanton conduct on the part of the volunteer." The law incorporates the standards of the federal Volunteer Protection Act of 1997 (42 USC 14501) into Colorado state law, and provides that volunteers for nonprofit organizations and corporations are generally not liable as long as the volunteer was acting within the scope of the volunteer's responsibilities, and the harm wasn't due to "willful or criminal misconduct, gross negligence, reckless misconduct, or a conscious, flagrant indifference to the rights or safety of the individual harmed by the volunteer."

To qualify as a "volunteer" under Colorado law, you must be performing your services for a formally established nonprofit like the CMC, and "***without compensation***, other than reimbursement for actual expenses incurred." That's one important reason why the CMC doesn't pay its trip leaders or school instructors.

So basically, if you (1) use your common sense, (2) think before acting, (3) make sure your guests sign releases before the trip starts, and (4) don't do anything so heedless and reckless as to be considered "willful" misconduct, you needn't worry about personal legal liability and expense for your actions as a trip leader. Have good, safe fun out there, and THANKS for being a CMC trip leader!

Attendance and SCFD

The Colorado Mountain Club has qualified to receive Tier II funding from the Scientific and Cultural Facilities District (SCFD). The SCFD was created in 1988 and includes 7 Denver metro counties. In those counties, a tax of 1 cent on a \$10 purchase is collected and distributed

to scientific and cultural organizations. In Tier II, the money is distributed through a formula. The formula contains 2 pieces of information – annual operating income and paid attendance. The bottom line is – the higher those 2 numbers are – the better.

Attendance and revenue numbers for every CMC sanctioned school, event, trip, or program must be reported to the Controller to be used when qualifying for SCFD each year. This applies to all CMC groups.

If your Group does not use the online trip sign up, you will receive an “Attendance Reporting Form” each year along with the year-end financial reporting forms. You should report all events even when they are free. If actual counts of attendance are not available, please use an estimate.

It is critical that the SCFD is able to audit the information we provide them. Please attach documentation to the attendance form that substantiates the information (newsletter articles, registration forms, etc.).

Year End Reporting

CMC’s fiscal year ends on September 30th. Yearly financial reports are due to the CMC Controller by October 25th. A specific date will be set each year.

Each year the Colorado Mountain Club has an outside audit performed in conjunction with issuing yearly financial statements. These statements include financial information from all Groups of the CMC. It’s therefore critical for State to receive collaboration and all reports requested in a timely manner.

The Following is a list of some of the information you are required to submit to the Finance Department. You will receive a packet with forms and instructions near year end

- Financial Worksheets (these will be provided to you at year end)
- Bank reconciliation for the period including 9/30/xxxx
- Copies of bank statements for the period including 9/30/xxx
- Copies of your detailed check book register for 10/1/xxxx through 9/30/xxxx
- Copies of your detailed accounting records and any reports prepared for your own group’s year-end.
- Detailed listing of inventory (merchandise for sale) as of 9/30/xxxx
- Detailed listing of prepaid expenses as of 9/30/xxxx
- Detailed listing of accounts payable as of 9/30/xxxx
- Detailed listing of accounts receivable as of 9/30/xxxx
- Detailed listing of amounts received but not earned as of 9/30/xxxx
- Detailed listing of contributions received
- Detailed listing of contributions made by your group

You may be asked for additional information as required by the auditor, such as the following:

Councilors
Executive Committee (if any)
Nominating Committee (if any)
State Council Representative
Typical Group Committees and Functions

Recruiting & Retaining Volunteers

Every CMC member is a potential volunteer. It is important to match an individual's skills and interests with the right job. Recruiting volunteers starts with engaging members in the club activities and getting to know them on a personal level. This can help you cultivate their interests and ensure a mutually satisfying volunteer experience.

Try to find ways to help new members get to know others. If they enjoy the experience of being a club member, they are more likely to contribute time as a volunteer once they are comfortable in the Group. Below are some pointers in retaining and recruiting volunteers.

Identify the job –

Have a job description so the volunteer knows what is expected

Making Contact –

Reach out to possible volunteers rather than wait for them to come to you

Try to match interests and motive for volunteering –

Take the time to ask members what is important to them and what they would like to work on. Individual motives for volunteering are varied so find out the individual's motive

Provide clear deadlines -

Setting deadlines or due dates allows a volunteer to prioritize volunteerism with family and professional work

Training -

Having the necessary tools increases the probability of success.

Meeting Logistics -

Pool your volunteers to find out what time and place work best for them so all can attend

Monitoring -

Check the progress of the volunteer task and provide feedback, but don't hover

Feedback -

Volunteers appreciate the opportunity to share their opinions. Feedback will prevent any difficulties from happening next time and prevent you from losing future volunteers

Show appreciation -

Each volunteer should be thanked personally. Another way to say thank you is to provide the volunteer with a position of more authority and responsibility.

Engaging and Retaining New Members

- Provide a new member orientation. The State office has a new member orientation that all Groups can use.
- Have a trip specific to new members at the new member orientation and ask them to sign up before they leave. The CMC has found that if members engage in at least three activities, they renew their membership.
- Provide relevant and current communications to members about upcoming events, trips, and schools.
- Listen to member ideas and suggestions on improvement.
- Send a welcome note/email to new members after a month or two suggesting ways to become involved; send another after a year.
- Send an annual suggestions survey to members and incorporate their ideas into the group.
- Organize special trips for new and newer members throughout the year.
- Have a front country hike series, like 4 Wednesdays after work and invite new members.
- Encourage volunteers to call new member to invite them to a social event or have a committee that calls new members with a social event invite.
- Encourage school instructors to call new member participants to invite them on a hike or trip (so that they get engaged in ways other than the school.)
- Explore new/fresh communications ideas to connect with younger members.
- Engage in outreach to gain new members (tables at local festivals.)

Emergencies During a Trip

CMC emergency call service:

(269) 384-1056

24 hours/any day

Collect calls accepted

Provide the following information

1. Your name
2. Phone number to call you back
3. Patient's name, age, chief complaint
4. Time of accident
5. Trip name/trip leader name (or senior instructor)
6. Location you are calling from
7. Location of the accident/patient
8. Brief description of what happened

The CMC representative will either be transferred through to you, (this will take several minutes) or will call you back ASAP. Wait by the phone until you hear from the CMC representative, if possible.

Media Response

If the press approaches you, simply say that you need them to speak with the designated CMC media spokesperson who will answer their questions as soon as possible. *Do not speculate or answer questions from the press.* **CMC's CEO will communicate with the family in case of life threatening injury or fatality.**

Appendices

Appendix A CMC Policies Related to Trips

Definition of a trip:

A trip must meet the following requirements to be an official Colorado Mountain Club trip:

- The trip leader must be approved by the Group sponsoring the trip.
- A trip must be approved by the sponsoring Group prior to being published on the Activity Schedule.
- All trips must be entered into the Activity Schedule in order to be considered an approved trip.
- Each trip must have a designated rear leader that may be appointed in the field by the leader.
- There will be a minimum of four people per trip, except for qualified technical rock climbing trips.
- All guests on a CMC trip must sign a guest release of liability form. A guest is a non CMC member the trip leader has agreed to let come on the trip.
- Trips begin and end at the trailhead.*
- Trip leaders must obtain all required permits for the area where the trip takes place.

* In the interests of facilitating the logistics it is customary that participants make car pooling arrangements. The CMC does not have insurance for car pooling arrangements and assumes no liability for them. Car pooling, ride sharing or anything similar is strictly a private arrangement among the participants. Participants assume the risks associated with this travel. It is customary for car pooling participants to share or reimburse gas expenses to the driver.

Social Activities (Group sponsored)

The Colorado Mountain Club may engage in social activities that take place in a restaurant, café, theater, arena, stadium, auditorium, classroom, home, condo, apartment, office, hotel, meeting room, the American Mountaineering Center, a Group's clubhouse or regular meeting place, or any other indoor location except a climbing gym; or take place on any public playground, picnic area, volleyball court or athletic field.

Activities satisfying the foregoing definition of 'social activities' are not required to have an approved CMC leader or comply with CMC's safety and leadership policies. Activities not satisfying the foregoing definition of 'social activities' must have an approved leader and comply with CMC's safety and leadership policies

Accident Reports

The safety committee is encouraged, within the limits of good judgment concerning possible litigation, to report accidents in T&T for educational value, and to report them to the AAC.

[Passed July 1973]

Anti-Harassment/Non-Discrimination

The Colorado Mountain Club does not discriminate in accepting individuals or families for membership based upon race, creed, color, religion, national origin, ancestry, marital status, gender, gender identity, gender variance, sexual orientation, age, physical handicap, veteran status, or political service or affiliation. [Passed October 2007]

The Colorado Mountain Club is committed to providing a work environment free from all forms of harassment, including sexual harassment. The Colorado Mountain Club does not tolerate or condone harassment of any kind by a volunteer, employee, member, visitor, vendor or contractor, whether verbal, written or electronically sent.

Harassment consists of unwelcome conduct, whether verbal, physical or visual, that is based upon a person's gender, sexual orientation, color, race, national origin, religion, age or disability. This includes conduct that has the purpose or effect of unreasonably interfering with an individual's performance or creating an intimidating, hostile or offensive work or trip environment. Sexual harassment consists of unwelcome sexual advances, requests for sexual favors, and other physical, verbal or visual conduct of a sexual nature. Conduct of a sexual nature includes, but is not limited to, displaying or circulating sexually explicit pictures, magazines, calendars, or other material or objects of a sexual nature; or verbal or physical conduct of a sexual nature such as unsolicited touching, off-color jokes, comments concerning an individual's anatomy or physical attributes, or other actions or comments which have a sexual connotation.

Any individual, who believes that he or she has been the subject of harassment in any form, or who has witnessed harassment in any form, is expected and urged to report the matter immediately to the trip leader who is responsive to complete and submit an incident report describing the situation.

No employee or volunteer will suffer retaliation for making an allegation regarding incidents of perceived harassment. If a person feels that they have been the subject of retaliation they are expected and urged to report the matter immediately to the chief executive officer, or if the perceived retaliation involves the chief executive officer, the president of The Colorado Mountain Club. [Passed October 2000]

Avalanche Transceivers

The CMC shall not rent avalanche transceivers. [Passed July 1996]

Climbing Helmets

Students and instructors in schools and all participants in CMC climbs rated 4 and above in the Yosemite system are required to wear helmets. [Passed April 1990]

Dogs

Dogs are not permitted on most CMC hikes except when listed in the Activity Schedule as a "Doggie Hike." [Passed October 2002]

Drugs and Alcohol

The CMC does not permit the consumption of alcohol on single day trips. A trip begins at the trailhead and ends upon return to the trailhead. The CMC affirmatively disclaims any duty of care to anyone concerning the use of alcohol by its members or guests while those individuals are not on single day CMC trips.

Alcohol use on multi-day trips is based on the principle of personal responsibility. In cases where a trip leader believes that alcohol consumption is imprudent under the circumstances, the trip leader is authorized to prohibit its consumption during any portion of a CMC multi-day trip.

This policy is silent as to consumption of alcohol on CMC social activities not fitting into either category above, other than to leave such consumption as the sole responsibility of the consumer and to otherwise comply with applicable law. [Passed July 2008]

There shall be no charge at any CMC event where alcohol is served, unless alcohol is served by an entity that has a liquor license and liquor liability coverage. [Passed July 2003]

Guest Fees

In order to assure continued compliance with Forest Service guidelines and to encourage new memberships, no CMC group shall assess and collect guest fees [passed July 1998]

Leave No Trace

Since the Colorado Mountain Club is the premier organized user of the Colorado back country, and the concept of “Leave No Trace/An Outdoor Ethic” parallels the basic concept which the Colorado Mountain Club needs to follow now and in the future, the Colorado Mountain Club wholeheartedly supports and pledges to carry out the concepts of Leave No Trace. [Passed April 1997]

Leader Qualification and Responsibility

- Leaders will be assigned to trips on the basis of leadership skills demonstrated on CMC trips of a type similar to that of the type being led. [passed October 1975]
- Sufficient leader records will be maintained by each group to assure that only qualified leaders are assigned to trips. [passed October 1975]
- Each leader is responsible for the safety of his party and will have commensurate authority. [passed October 1975]
- All trips and leaders shall be approved by each group prior to submission for group schedules. [passed October 2004]
- Each group shall ensure that all leaders meet CMC requirements and are kept informed of current CMC policy for leaders. [passed October 2004]

Leader Suspension

- Any leader named in a legitimate written complaint may be suspended until investigation is completed by the group or state safety committee. Investigations must be completed as promptly as possible. [passed October 2004]
- One or more verifiable complaints may result in permanent leader suspension within all CMC groups. The CMC Chief Executive Officer (CEO, as of 2008) and CMC Safety & Leadership Chairman shall be notified by the group chairman of any leader suspended from that group. [passed October 2004]
- The leader of any CMC-scheduled trip on which there is a fatality or serious injury will be temporarily suspended from leading trips, pending a prompt investigation of the accident. [passed October 2004]

Release of Liability Form

All trip guests must sign a release of liability form. [Passed October 1986]

All trip participants must sign a liability waiver annually. [Passed October 2004]

Restricted Activities

The Colorado Mountain Club shall not engage in the following activities:

- Power boating and water skiing;
- Flying, skydiving, parasailing, hang gliding, or any other activity involving any type of airplane or aircraft (this policy does not prohibit travel to or during CMC activities via any form of commercial aircraft);
- Caving or spelunking;
- Hunting, archery or shooting;
- Snowmobiling with the exception of snow coaches;
- Motorcycling; ATV riding;
- Bungee jumping;
- Scuba diving;
- Any activity that in the opinion of the CMC's Legal and Risk Management Committee is not covered by the CMC's liability insurance policy;
- And any activity that the CMC's Board of Directors determines presents an unusual or excessive risk of injury, damage or liability. [passed October 2002]
- Additional Prohibited Activities: Dog sledding; Swimming, Snorkeling; and Rollerblading. [passed April 2003]

Trip Planning, Descriptions, and Substitutions

Trips can be questioned by the group's safety chair if trip descriptions contain omissions or inaccurate information, if trips are unsafe, or are scheduled for too short a period of time.

[Passed October 1974]

The following information is required in all trip descriptions: trip name, classification (either A-E, Yosemite Decimal System, or Easy-Difficult), general trip description, round trip distance to be traveled, elevation gain, party size limit, trip leader name, trip leader's phone number, special participant requirements, special equipment requirements, name of the topographical map for the trip area, and any pre-trip meeting information. [Passed October 1974]

Last minute trip substitutions are acceptable, if equal to or less than the difficulty level of the original listed trip. Participants must be notified of these changes in advance. [Passed October 1974]

Exploratory trips are encouraged provided that their purpose is stated in the trip description with an estimate of what might be expected and that participants are carefully screened. [Passed October 1974]

The CMC shall coordinate the planning of the summer and winter schedules to avoid excessive numbers of people in an area. [Passed October 1972]

Trip Report Submission

All leaders are required to submit their trip reports via the CMC website. See appendix F below for trip report submission instructions.

Vehicle-Supported Dispersed Camping on Forest Service Lands

Forest visitors must park a motor vehicle within one vehicle length from the edge of the road where it is safe to do so and without causing damage to the Forest Service resources. Motor vehicles may access signed campsites via designated camp spur routes that are signed and demarcated on a travel management map. [Passed April 2007]

Appendix B: Job Description for Group Council Member (sample)

Term

Council members are elected by the membership at the Annual general meeting in November, upon recommendation from the nominating committee. Members serve for a three-year term. The chair is elected for one year, followed by one year as past chair. These terms can be altered to fit your respective Group's needs.

Responsibilities

- As a member of the council, a member acts in a position of trust for the community and is responsible for the effective governance and local implementation of the organization.
- Follow all CMC state policies found at http://www.cmc.org/about/about_govdocs.aspx
- Promote the club in the community. Be an ambassador for the CMC. CMC volunteers are the spine of the company. Your council is expected to spread the good word of the CMC and help to educate members about the offerings of the CMC.
- Work respectfully with CMC staff. The CMC has a professional and dedicated staff. They work very hard to ensure our great organization runs efficiently, effectively and charters into new territory to ensure the CMC stays competitive in the changing marketplace.
- Attend monthly council meetings. Prepare for and participate in the discussions and the deliberations of the council.
- Be aware of and abstain from any conflict of interest.
- Attend monthly programs when available.
- Regularly check and respond to email.

Requirements

- Current CMC membership and commitment towards the organization.
- Email account.
- Knowledge and skills in one or more areas of the council: governance, finance, programs, etc.

Appendix C: Sample Job Descriptions, Typical Positions and Committees

Group Chair

- Organize and run council meetings
 - Build council agenda and send to council members the Thursday prior to meeting
 - Utilize notes from previous council meeting and inputs during month for agenda.
 - Print council agenda and emailed responses and bring to meeting for review.
 - Run council meeting
 - Take any notes for follow up.
 - Follow up on anything necessary and provide responses to those impacted.
 - Keep meeting on track.

- Interface with State Organizations
 - Attend state council meetings and report back to council.
 - Communicate the minutes from quarterly Group Chair meetings as well as Monday Memo to council.
 - Raise any questions or concerns from group to state for follow up.
 - Collaborate and communicate with other Group Chairs.

- Maintain Council Roster
 - Update when new members are added or removed from council or change positions.
 - Update with Name, Position or Focus, Address, Phone Number, Email, Date started and End Date of first term.

- Appoints nominating committee

Vice Chair

- Fills in for Chair as needed.
- Chairs nominating committee.
- Serves on awards committee.

Secretary

Group Treasurer

It is the responsibility of the Group Treasurer to ensure all revenues and expenses for their Group are accurately accounted for in a timely manner and to submit reports to the State Treasurer (or Controller) as required to be used during the annual financial audit.

At the beginning of each fiscal year (October 1st), the Group Treasurer shall be responsible for submitting a budget to their Group Council for approval. This budget should be submitted to the State Controller for information purposes.

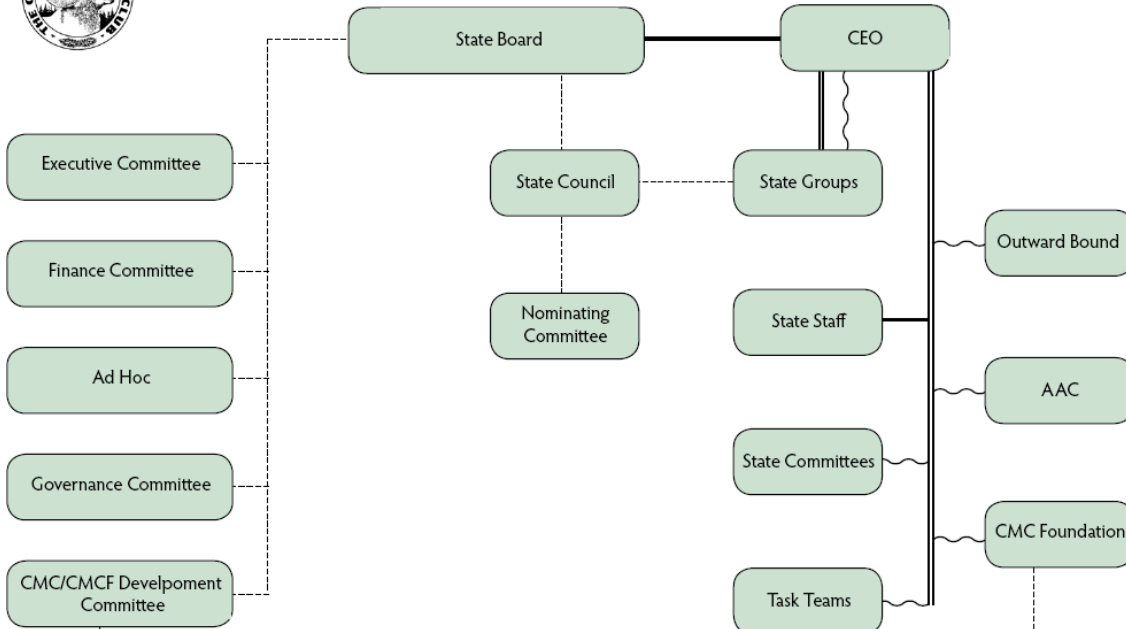
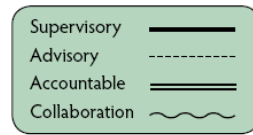
The Treasurer shall be responsible for reporting the financial status of the entire club to their Group on an annual basis. A copy of the audited Financial Statements will be provided to all Group Treasurers upon request.

It is recommended, but given the size of some of our groups, not mandated that someone other than the Treasurer review bank reconciliations or checks.

The Group Treasurer should notify the State Controller and Group Chair immediately when income and expenditures are out of line.

Appendix D: CMC Organizational Chart

COLORADO MOUNTAIN CLUB Organization Chart - January 2009



Appendix E: Organization Chart Narrative

Purpose

The **purpose** behind the organization chart is to:

- Clarify roles for everyone involved with the CMC. This helps to streamline work, and empower people to do their work.
- Define authority and responsibility.
- Reflect the governance role the board undertook in 2005. A nonprofit board has specific responsibilities they need to fulfill. A volunteer board cannot provide the day-to-day support needed by various customers.
- Give State Groups and State Committees more support.
- Delineate the support given to the program beneficiaries.
- To define the administrative units within the organization.

Audience

Everyone in the organization, including board members, members, Groups, state committees, etc.

Key

Supervisory. Oversees or directs people in their activities.

Advisory. Provides suggestions and informs

Accountability. Responsibilities, expectations, accepts reports, who do they go to for support or mediation first. See the list for CEO and Groups

Collaboration. To work together on efforts of interest to all, working towards mutually acceptable solutions.

Appendix G: FAQ

Isn't the board removed from the members?

- On key overarching issues, the board seeks info, as appropriate, from everyone. An example: for the strategic plan, input was sought from members, staff, groups, and state committees.
- Any Group, staff member, individual members, or state committee may propose or amend a policy. The proposal would go through the governance and policy board committee before coming before the board.
- Board members are encouraged to attend the State Council meetings, which were designed for dialogue with the Groups.
- The board receives regular summary reports from the Chief Executive Officer.
- Board meetings have a member comment period.
- All board members are individual members in a local group. Many board members are also involved on their Group level.

What is the relationship between the CEO and the Groups?

The Chief Executive Officer (ED) is the Chief Executive Officer of the CMC, and is thus the Board's agent for managing the entire CMC organization. The ED is responsible to the Board for management of the entire organization in a manner consistent with the CMC Constitution, Bylaws and Board approved policies (Applicable CMC Authorities). Within the scope of the ED's function, is to assist the Groups in the management of their affairs, also in a manner consistent with Applicable CMC Authorities. The Groups have an independent responsibility to manage their affairs consistent with Applicable CMC Authorities. The ED and the Groups are expected to work collaboratively with each other in managing all collective CMC affairs consistent with Applicable CMC Authorities.

The ED (or the ED's designee) serves as the communications hub between the statewide organization and the individual Groups. To the extent that any Group needs assistance from the state organization, that assistance is managed through the ED (or the ED's designee). The statewide organization has an affirmative duty to provide assistance to each group as is appropriate and necessary, subject to a limitation of available resources. The ED is responsible for managing that assistance.

Appendix H: Composition and Responsibilities

Groups

Our regional Groups are the heart and soul of the Colorado Mountain Club. They provide service to the member at the local level.

“In any city, town, or locality, one or more Groups of the Club may be organized, subject to the approval of the State Board of Directors. Each Group shall be managed by a Group council composed of Group councilors. Each Group shall have its own officers. Each Group may adopt its own constitution and by-laws which shall state the size of the Group council, the method of selecting Group councilors and other rules pertaining to the local management of the Group. Such constitution and by-laws shall be consistent with the State constitution and by-laws.” (CMC Constitution Article III, section 1)

- Organizes, manages and selects trips, classifying the difficulty, and submitting for state publication (paper and web.)
- Communicates with members, which may include a newsletter.
- Handles member inquiries and potential new member inquiries.
- Offers programs to members and potential members.
- Offers trainings and schools to members. Sets the prices.
- Ensures that all state policies & procedures are followed.
- Develop and carries out local publicity.
- Oversees that safety is maintained.
- Maintains local archives.
- Maintains Group web site (if applicable.)
- Selecting, supervising and if necessary, releasing leaders.
- Classifies members (if applicable.)
- Handles many local grievances and problems.
- Council
 - Manages Group’s business affairs.
 - Determine council structure and election process.
 - Takes minutes of all council meetings and makes them available to all.
 - Keeps the state office informed of council member names and contact info.
 - Selects State Council representative.
 - Sets Group dues (in contract, the Board sets Statewide dues, which currently are \$51.)
 - Determines Group rules and standards (in contrast, the Board determines state-wide policy.)
 - Determines Group budget and financial decisions for Group.
 - Determines the annual plan of work of the Group (in contrast, the Board does the strategic plan.)
- Collaborates with staff on (so efforts are coordinated and not duplicated, consistent messaging, and support can be given.)
 - Interface with local advertisers.

- Fund raising.
- Some local grievances and problems.
- Conservation projects.
- Lobbying.
- Securing appropriate forest service permits.
- Submitting Group financial documents to state .
- State Groups are not authorized to acquire or sell an interest in real property.

State Committees

Determines and advises operational decisions that affect multiple Groups, all members, and other program beneficiaries, such as

- Classification of trips
- Planning and leading state-wide, national, and international trips open to all members
- Advising of web needs
- Leadership standards for trip leaders
- Advising the CMC press
- Advising about the naming of Colorado peaks

State Council

The connection between the board and Groups.

Composition (from the CMC Constitution)

- One member, selected by each Group of the Club by a process determined by each Group;
- All outgoing Board members from the previous year including outgoing Officers of the Club if applicable; and
- Up to five representatives from Club committees as designated in the Bylaws of the Club, and selected by the board.

Responsibilities (from bylaws)

- Elect board of directors.
- Encourage communication and cooperation among the Groups of the Club and between the Groups and the state organization.
- Advise the Board on policy issues and Group concerns.
- Periodically review the goals and objective of the club consistent with the purpose of the Club as noted in its mission statement.
- Review and recommend changes in the programs of the Club consistent with its mission.
- Review and evaluate the overall performance of the board.
- Recommend long-term goals for state committees.
- Select the location and make arrangements for the Club's annual meeting with the advice and consent of the president.

Nominating Committee

Responsible for the nominations of future board members. This committee evaluates the board's composition and identifies needs. The Nominating Committee then compiles a list of names who fit the needs of the board and who can assist in the achievement of the organization's strategic plan. The Chair of the Nominating Committee should have a broad knowledge of the community to reach out to appropriate people to fill board positions. (Nonprofit glossary)

Composition (from the CMC Constitution)

- Five Club members including its chair.
- At least two of the nominating committee's members shall be current Board members.
- At least two members shall be neither Board nor State Council members.

Responsibilities

- The nominating committee performs in-depth work that the State Council usually does not have time for.
- Usually a several step process is undertaken. A basic process:
 - Establish the context.
 - Identify organizational needs, including an assessment of what the board and club needs to fulfill its mission.
 - Solicit individuals through general announcements.
 - Develop and carry out a plan to target recruitment.
 - Evaluate incumbents.
 - Conduct personal interviews.
 - Confirm the slate.

State Board

“The Board of Directors shall have and exercise the corporate powers prescribed by law. Its primary functions shall be to make policy and to manage the resources of the Club in a sound manner. The Board of Directors shall further determine the general, program, and financial policies and shall have the power to carry out any other functions which are permitted by law or by the Constitution.” (CMC Bylaws Article III, section 1)

Composition (from the CMC Constitution)

- Fifteen Directors selected by the State Council.
- The Officers of the Club (4).
- The Board shall consist of members representing at least seven different Groups.
- The presiding officer is the president.

Responsibilities

- Article III, CMC Bylaws
 - Establish, review, and approve changes in the programs of the Club consistent with its mission.
 - Oversee and approve the budget of the Club and establish policy guidelines for the management of the endowment, all investments, and major fundraising efforts.

- Authorize the purchase, management, and sale of all land, buildings, or major equipment for use of the Club.
- Authorize the construction of new buildings and major renovations of existing Club buildings.
- Authorize on behalf of the Club the incurring of debts and securing thereof by mortgage and pledge of real and personal property both tangible and intangible.
- Authorize any changes in membership fees and all charges within the Club.
- Authorize Officers or agents of the Club to solicit and/or accept gifts or bequests on behalf of the Club.
- Appoint and remove the Chief Executive Officer on such terms and conditions including without limitation, terms relating to compensation and performance as the Board may deem advisable.
- Establishes board policy.
- Oversees the liability and risks for the organization.
- Establishes the strategic plan for the state.
- Participates in fundraising, in alignment with state committee and staff.

In general, the Ten Basic Responsibilities of Nonprofit Boards

- Determine the organization's mission and purpose.
- Select the chief executive.
- Provide proper financial oversight.
- Ensure adequate resources.
- Ensure legal and ethical integrity and maintain accountability.
- Ensure effective organizational planning.
- Recruit and orient new board members and assess board performance.
- Enhance the organization's public standing.
- Determine, monitor, and strengthen the organization's programs and services.
- Support the chief executive and assess his or her performance.

Reference. Richard T. Ingram, The Ten Basic Responsibilities of Nonprofit Boards (Board Source 2003). From <http://www.boardsource.org/Knowledge.asp?ID=3.368> Accessed January 6, 2009.

CEO/Chief Executive Officer

Manages and directs the operations of the Club.

Responsibilities

- See Article IV, Section 5, CMC Bylaws
 - The Chief Executive Officer shall be the chief executive officer of the Club.
 - Subject to the supervision of the Board of Directors, the Chief Executive Officer shall carry out and execute the policies of the Club as adopted by the Board.
 - The Chief Executive Officer shall have the authority to manage and direct the operations of the Club, including the power to sign such papers as may

be required by that office or as instructed by the Board of Directors, and the power to appoint, supervise and discharge the professional staff of the Club, and the responsibility to coordinate and manage services to the Groups.

- In this connection, the Chief Executive Officer shall be authorized to incur expenses in accordance with the approved budget; shall make such reports and recommendations to the Board of Directors at Board meetings concerning the work and affairs of the Club which are desirable for their information and guidance; shall build partnerships and create collaborations within the community and business sector; and shall perform such other duties as are incident to the office of the Chief Executive Officer.
- The Chief Executive Officer shall be an ex officio non-voting member of all Board and state level committees and advisory councils.
- Groups
 - Provides educational and training support for Group Councils, Sections, and Schools.
 - Communicates and implements board policies and actions that affect Groups, such as safety, leadership and finance.
 - Counsels Groups as requested.
 - Coordination with matters defined in Group section.
 - Provides support for problem solving for Groups issues and concerns.
- Manages and supervises lobbying.

Appendix F: Trip Leader Instructions for the Online Activity Schedule

www.cmc.org

Here are some procedures we hope will make it easier for all you Trip Leaders from anywhere in the state to schedule trips, manage your trip rosters, and file trip reports, all from the comfort of your home or office. Feel free to call the office anytime for more pointers: 303-279-3080 or 800-633-4417, ext. 2.

Quick Tips:

Scheduling a Trip

Check for scheduling conflicts
Go to "Schedule a Trip"
Find a trip description you like
"Schedule"
Select the date
Edit description, etc.
Double check everything
"Save to Activity Schedule"

Confirming a Trip

"Edit"
Enter info:
Where to meet When to meet
How many participants LIT?
Special instructions
Password, if needed
"Confirm"
Or
"Edit"
Denver: Check "Register with Leader" box
Enter number of participants
"Confirm"

Entering a Trip Report

"Roster"
Delete people who cancelled
Check off people who no-showed
Add other people who came
Make "Notes" on people if desired
Fill in all boxes
"Save"
"Activity Report Complete"

Printing Out Your Roster

"Roster"
"Export Roster"
"Print"

More Exhaustive (exhausting?) Instructions:

You'll need a "user name" and a "password" to sign into the Member Only pages. Once you're in, you'll actually have two different personas as far as the computer is concerned: you the CMC MEMBER, and you the CMC TRIP LEADER. These are two different interactive working areas. In the "MEMBER" pages, you can access your Personal Data and keep it updated, renew your membership, and view the online Activity Schedule in the "Trip Signup" area. In the "LEADER" pages (in the upper right-hand corner of your screen), you can manage your CMC trips. For the purposes of these instructions, you'll need to work in the "LEADER" area, so select that first. To go between the LEADER pages to the MEMBER pages, just select "Members" on the far right-hand end of the top green bar, right below "Logout." You can easily move from one working area to the other and back again.

If you don't know your User Name and Password, call the office.

Different Groups have varying procedures, so if you're not sure how your Group wants to handle all this, please check with your Group Chairperson or Scheduler. These procedures are also subject to change as we all learn how to better use the new online Activity Schedule system.

These Groups allow Leaders to schedule and approve their own new trips, anytime: Aspen, El Pueblo, Fort Collins, Gore Range, Longs Peak, Pikes Peak, and Western Slope.

These Groups allow Leaders to schedule new trips anytime, subject to the approval of a Scheduler: Boulder, Colorado Wilderness Kids, Denver, Shining Mountains, and San Juan. Leaders suggest (propose) a trip, a Scheduler looks at it and approves or rejects it, usually within 24 hours. If it is approved, you can confirm it 30 days prior to the trip date. If it's rejected, the scheduler may ask you to choose a different day or destination, and submit it again. This usually takes place via email.

Denver Group Leaders need to have each trip type they lead entered in their Leader Profile by the office staff. If you want to lead a new type of trip, call the office, and we'll set you up in the system so you can schedule it.

At this time, most Denver Group trips allow members to sign up for trips online, and other Groups' trips are mostly "Register with Leader." However, Leaders in other Groups may allow web signup by assigning a password and confirming the trip, which will allow participants to signup online after talking with the Leader and obtaining the password. See the trip confirmation and password procedures, below.

How to Schedule a Trip:

There are two major steps to complete when adding a trip to the activity schedule:

- 1) First, you need to make sure there aren't similar or identical trips already in the schedule on that day.
- 2) Second, you need to load the information for your trip.

To check the schedule for conflicts:

You can either do this in the LEADER area, or in the MEMBERS area in the regular "Trip Signup" Activity Schedule.

As a MEMBER:

- 1) Go to MEMBERS on the top bar under LOGOUT.
- 2) Go to TRIP SIGNUP in the left-hand column to view the Activity Schedule search engine.
- 3) Search for your type of trip in a given date range. For instance: all C trips on a certain weekend.

As a LEADER:

- 1) Click on LEADER in the upper right corner. If there is no leader tab, the system is not recognizing you as a leader. Please ask your Group Chair or Leadership Chair to call or email the office to have you added as a leader.
- 2) Click on SCHEDULE A TRIP in the left hand column to open the "catalog search" page.

- 3) Enter your TRIP TYPE(S) in the dropdown menu.
 - a) You can select multiple trip types by holding down the Shift Key and clicking on several trip types, for instance, all the “A hikes” or “Snowshoe trips.” To deselect these choices, hold down the Control Key, and click on the selected trips again, one by one.
 - b) You can select two completely different trip types (like “Easy A hikes” and “Easy Snowshoe trips” by selecting one, holding down the Control Key, then selecting the other. To deselect these choices, hit the Control Key and click on the trip types again.
- 4) Click on “VIEW CURRENT TRIPS BY TYPE” and then on “OPEN”. This will give you an overview of all trips in the schedule for the trip type(s) you selected in an Excel spreadsheet.

Look at the date you’d like to schedule your trip to make sure someone else doesn’t have the same or very similar trip already scheduled. If necessary, select a different date or destination. Be courteous to your fellow leaders and don’t schedule too many trips of one classification or in a certain area on the same day.

Note: Indian Peaks Wilderness (IPW) requires a permit, and only allows one hiking group per day in each “travel zone.” Check with the state office or your Group Scheduler for information about checking for the availability of permits and obtaining a permit. IPW and other Wilderness Areas limit groups to 12 heartbeats (9 people, 2 llamas, and a dog, for instance). Dogs are not allowed in most National Parks.

To schedule your trip:

- 1) Click on “LEADER,” then go to “Schedule a Trip,” and enter a key word from your trip title, for example: “Bear” or “Grizzly”. Avoid words like “peak” since it can be spelled various ways (i.e. Peak, Pk, and Pk.)
- 2) Click on “SEARCH”.
- 3) Find a trip description you like (check out several, if necessary). If possible, select one from your group, which may already have the estimated driving mileage. Click on “SCHEDULE”.
- 4) The “TRIP EDIT” page will open. Your Leader Information will automatically be entered.
- 5) Fill out your trip information using the various dropdowns and text boxes.
- 6) If you don’t need a dropdown menu, just leave it on “Select”.
- 7) For day trips, leave “END DATE” blank, as it is only used for multi-day trips.
- 8) Double check that trip mileage, elevation gain, driving distance, and trip classification are as accurate as possible.
- 9) Click on “SAVE TO ACTIVITY SCHEDULE” and if your Group requires it, will be sent to a scheduler for approval. If it doesn’t “save,” go back up and double check everything, to see if you’ve left anything off, or need to check your dates. Omitted fields will have a red * next to them.
- 10) Approved trips can be confirmed anytime 30 days or less in advance. Participants cannot register online until the trip is confirmed, and “It is too early to register for this trip, please check closer to the trip date.” Will show under your trip description until it is confirmed.

Note: for joint trips with other Groups, a Leader from that Group will also need to enter the trip, showing him/herself as the first Leader. Please coordinate with that person re: number of participants.

Trip Status

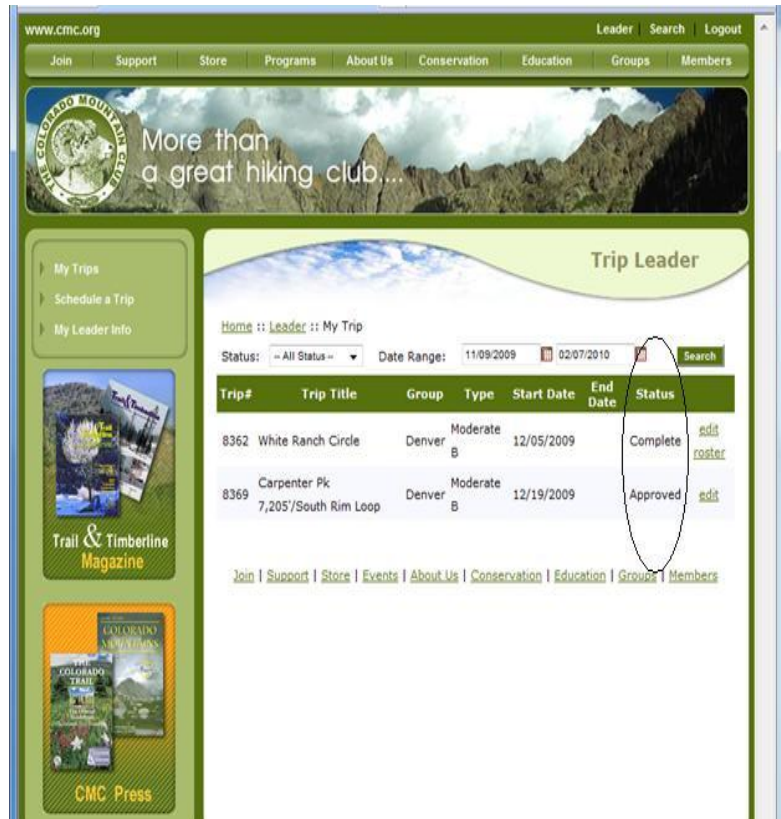
This is how your list of trips might look when you click on LEADER: Note the three-month default date range; you can extend it backward and forward.

There are five stages in the life of a CMC trip:

- Suggested (for Boulder, CWKs, Denver, Shining Mountains and San Juan)
- Approved
- Confirmed
- Closed
- Complete
-

If you've Cancelled your trip, it will also show on your trip list.

Your trip will Close at midnight before your trip, and show Complete as soon as you've entered your Trip Report after the trip.



The screenshot shows the CMC website's Trip Leader interface. At the top, there's a navigation menu with links like Join, Support, Store, Programs, About Us, Conservation, Education, Groups, and Members. Below that is a banner for the Colorado Mountain Club with the text "More than a great hiking club...". The main content area is titled "Trip Leader" and features a search bar with a date range of 11/09/2009 to 02/07/2010. Below the search bar is a table of trips:

Trip#	Trip Title	Group	Type	Start Date	End Date	Status
8362	White Ranch Circle	Denver	Moderate B	12/05/2009		Complete
8369	Carpenter Pk 7,205/South Rim Loop	Denver	Moderate B	12/19/2009		Approved

Each row has a link to "edit" and "roster". Below the table is a footer with links: Join | Support | Store | Events | About Us | Conservation | Education | Groups | Members. On the left side of the page, there are links for "My Trips", "Schedule a Trip", and "My Leader Info", along with images for "Trail & Timberline Magazine" and "CMC Press".

Trip Changes and Cancellation

You can only make changes to a trip before you confirm it. If you need to change it after you've confirmed it, call the office, and we can make changes from here. Please notify any people already on your roster of any late changes.

If you need to change your trip date, classification, mileage/elevation, or destination, before you've confirmed your trip, check for schedule conflicts, and then make the change in the EDIT screen. In one of the three Trip Title fields, put, in capital letters, "NEW DATE" or "NEW DESTINATION" etc. Then, in the Long Description field, put a short explanation, like, "Was June 4" or "Was Diff. C" etc., at the beginning of the description. These steps will save you some phone calls and confusion among the trip participants later.

If you can't lead your trip and get a **substitute leader**, a Scheduler in your Group can change the leader, or call or email the office (cmcoffice@cmc.org) and we can do it from here. We will note, "NEW LEADER" in the title field, and "Was Jane Doe" in the Long Description field.

If you need to **cancel your trip** altogether, put "CANCELLED" or "CANCELLED, NEED SUB" in one of the three Trip Title fields, then go down to the bottom of the screen and hit the

“Cancel the trip” button. **CAUTION:** If you have names on your roster, print it out before cancelling your trip. Once you hit the CANCEL button, it will remove the roster forever!

Trip Confirmation

The system allows you to confirm your trips 30 days in advance or less. If you need to confirm them earlier, call the office, and we’ll do it for you from here. Until you confirm your trip, it will show “It is too early to register for this trip, please check closer to the trip date.” in RED under your trip description, so even if your trips are always “Register with Leader,” it’s a good idea to confirm them so people know they can call you to sign up.

- 1) In the upper right-hand corner of the screen, select “LEADER.”
- 2) Find your trip, and select “EDIT.”

For Register with Leader trips:

- 1) For Denver Group Trips: Check the “Register with Leader” box (towards the bottom of the EDIT screen). Time/place, etc., are optional for your information only, as they won’t be visible online.
- 2) Fill in the number of participants you’re willing to take.
- 3) Hit “CONFIRM.” This will add a ROSTER to your trip, and allow you to enter in people’s names as they call. See #3 under Trip Report Instructions for more on how to do this.

For Online Registration:

- 1) Enter all the info: where, when, how many participants, special instructions, LIT, guests welcome, etc. Note: the leader is counted as a trip participant, so include yourself in the count.
- 2) For Denver Group more advanced trips (C & D hikes, Easy III, Mod & Adv Backcountry Ski trips), enter in a password in the Pass Code box. Passwords also allow Leaders from other Groups to enable people to sign up for their trips online.
- 3) Hit “CONFIRM,” and you’re done! This will add a ROSTER to your trip, and enable people to sign up online.

Once you’ve confirmed a trip, you can **check the roster** every few days to see who’s signed up.

“**CLOSE**” your trip the afternoon or evening before at the bottom of the EDIT screen. Or, let the system close your trip automatically for you at midnight, before your trip, then print out your roster in the morning. No one can sign up for the trip online after you’ve closed it, although you could add them, yourself, if they call you.

If you have a waitlist, print out your roster several days in advance, and then the evening before so you can see who cleared. The system emails those who clear, but it doesn’t hurt to call them anyway, in case we have a wrong email address for them, or if they don’t check email daily.

Print out your roster by clicking on the “EXPORT ROSTER” button above your name. This will open up a Word document, and show you who’s a Trip Leader; and their hiking and skiing classifications, if any; as well as if they’d like to ride or drive. Print it like any Word doc.

Regarding Pass Codes: The password allows those who don't have the Denver Group advanced hiker or skier classification needed to sign up after the Leader has had the chance to talk with them. Those with advanced classifications shouldn't need the password, for instance a "C" hiker can sign up for a "C" trip without prior approval. You can either sign people up on your roster yourself, or give them the password to sign themselves up with. (Hint: some Leaders use the same password for all their trips, and tell folks that if they've hiked with them to feel free to sign up for future trips with the same password, anytime! They just need to talk to them once.) **Passwords also allow online signup for other Groups' trips.** If you don't want people calling you for the password, include it in the "Long Description" field of the trip. For instance, "The password is 123snow."

Trip Report Instructions

Your trip isn't done until its "Complete!"

It's important that you complete this step to allow us to evaluate our trips as a club; to ensure that you're covered under our Trip Leader Liability Coverage in case of an accident or incident report; and so we can report numbers of participants to the Scientific and Cultural Facilities District (SCFD), which gives us funding based on the numbers of participants we serve. Since our trailheads don't have turnstiles on them, we're relying on you for accurate and timely information.

- 1) Click on "LEADER" in the top right hand corner. This will display three months of your trips: one month back, and two months ahead, and show you the "Status" of each of your trips. If your trip is CLOSED, you still need to enter in a trip report, which will change it to COMPLETE. If you want to see more than that three-month window (for instance, your trips six months ago or six months from now), expand the beginning and/or ending date ranges at the top of your trip list, then press SEARCH.
- 2) Select your trip, and click on "ROSTER".
- 3) Here you can add members, put them as no shows, cancel them off the roster, and even make notes on an individual member.
 - a) To add members by membership number, enter in their number in the "id #" box, and then click on the "person head" icon.
 - b) To look them up by name, click on the "LOOKUP" button, enter in part of their name, then "SEARCH." If they have a nickname (is it William, Bill, or Skip?) or strange initials, just use their last name. When you find them, click on their name, underlined in blue, select their carpooling choice (whether they rode or drove or called you to make special arrangements), and add them to the roster.
 - c) To delete people from the roster, click on "DELETE" on the right, under the green box that has their name. Use this for people who have called you to cancel in advance.
 - d) You can add "Notes" about a participant, like, "Leadership potential," or "Great hiker," or "Knows wildflowers," "Potential First Aid Instructor," etc.
- 4) Fill out any information in the appropriate boxes below the roster:
 - a) Incident/Accident Box: check if applicable, and fill out the Accident/Incident form (go to "Leaders Information" in the left-hand column of the Members Pages) to turn into your Group leadership and to the office in Golden.

- b) Activity Hours: trailhead to trailhead
 - c) Trailhead Location:
 - d) Describe Access Problems:
 - e) Narrative:
- 5) At the bottom of the page:
- a) “SAVE” This also allows you to save what you’ve done, and come back to complete it later. This does not change the trip status from CLOSED to COMPLETE.
 - b) “ACTIVITY REPORT COMPLETE.” (You have to hit “Save” first, before “Activity Report Complete” or it will wipe out everything you just entered!) This will change the trip status to COMPLETE.
 - c) If your trip was CANCELLED, a trip report isn’t necessary, and won’t be saved. If your trip only had two or three participants, and wasn’t an “Official Trip,” a trip report isn’t necessary, and won’t be saved. An official CMC trip needs at least four people, including the Leader. Back out to the “EDIT” screen, then hit the” CANCEL THE TRIP” button at the bottom of that screen.

There is no need to “send” your trip report; it’s just there in the system. We’ll pull it up if we need to!

Call the office anytime, and thanks again for all you do!

Glossary

Board Committee. Smaller decision-making groups that work on one specific area of governance. Because committees may also include non-board members, committees are also a means of expanding input and decision-making. They provide a means for delegating tasks and expertise efficiently. These are on-going, standing committees. Committees are Executive Committee, Finance Committee, Joint Development Committee, and Governance and Policy Committee. Members consist of board members, community members, and individual governance volunteers. (Nonprofit glossary with additions)

Board Ad Hoc Committee. Committee established to address a specific project, usually with an end date, i.e. a task and time specific work group. (Nonprofit glossary)

Bylaws. A document stating the rules of internal governance for a corporation as adopted by its board of directors. (Nonprofit glossary)

Constitution. Foundational document establishing fundamental structure of the organization.

Council. Each Group has their own council to manage their Group affairs. The composition and responsibilities are determined by the Group's constitution and bylaws.

Goal. The end results you are seeking. Determined by the board with broad input from board, staff, State Council, and members. (CMC strategic planning process)

Governance. The structure and policies for decision making which include board, staff, and constituents. Governance, in the nonprofit sector, refers to the actions of the board of directors of an organization with respect to establishing and monitoring the long-term direction of that organization. (Nonprofit glossary)

Governing Board. The legally-required governance body that creates the vision, mission, values, and policies for the organization and makes sure that they are properly understood, followed and implemented. Also, financial oversight is one of the key responsibilities of all nonprofit boards. (Nonprofit glossary)

Objective. The measurement that shows you and others that you are effectively moving toward achieving the goals." There are several objectives for each goal. Determined by the board with broad input from board, staff, State Council, and members. (CMC strategic planning process)

Operations. Short term strategy, tactical. Planned and carried out by operational volunteers, Groups, state operational committees, and staff.

Plan of Work (tactical plan). Written by each Group, state operating committee, and staff, covering 1-2 years. It focuses on the "methods" or the who, how, when and where. Using the Goals and objectives, strategies and tactics are written. (CMC strategic planning process)

Policy. A governing principle pertaining to goals, objectives, and/or activities. It is a decision on an issue not resolved on the basis of facts and logic only. Policies are binding on all components of an organization. (modified from Nonprofit glossary)

President. This board member chairs board meetings, provides board leadership in fundraising, monitors financial planning and reports, encourages the board's role in strategic planning, and appoints committee chairs. The CEO reports to the Board and is evaluated by the president and Executive Committee. The CEO and the president together provide leadership in achieving the organization's mission. (Nonprofit glossary, modified by CMC Bylaws)

*****Program Beneficiaries.** Populations served directly and indirectly including, but not limited to: individual members, non-members participating in activities, general public, at risk youth, conservation (needs to be defined such as agencies, etc.), organizations such as the US board on Geographic Names, etc.

State committee. A committee that operates on the state level to carry out the work of the organization. It consists of council members, individual members, community members, and staff. Committees are: Safety and Leadership, Marketing, Membership, Conservation, Toponymics, etc.

Strategic plan. The written, broad plan to guide the state CMC organization. Written by the board with broad input from board, staff, State Council, and members. It focuses on “what matters most” or the whether, what and why. The plan consists of the vision, mission, values, goals, and objectives. (CMC strategic planning process)

Strategic Planning. A complex, ongoing, and future-focused process of organizational change based on trends and analysis of internal and external data. Strategic planning aims to change the way an organization thinks and operates by creating a learning organization. (Nonprofit glossary)

Strategy. What you are trying to accomplish; it includes a way to measure your accomplishment. Determined by Groups, staff, and state committees. (CMC strategic planning process)

Tactics. Specific activities you will do. Determined by Groups, staff, and state committees. (CMC strategic planning process)

Resources

CMC bylaws and constitution

CMC member handbook, 2002

CMC strategic planning work, http://home.att.net/~wwhyman/7_1cmc/

Nonprofit glossary <http://www.npgoodpractice.org/Glossary/>