



INTERNATIONAL MOUNTAIN BICYCLING ASSOCIATION

CHAPTER 2.0



SPEAK



BUILD



RESPECT



RIDE



OVERVIEW



The Chapter program has been in place for six years and was financially supported by Subaru. The loss of Subaru as the key sponsor of the program demands that we now restructure it based on what has been learned.

- The program's focus has been on organizing clubs into an association and investing in local, on-the-ground resources (Region Directors and Associate RDs). While the impact on the ground from this investment has been significant in terms of local advocacy, the necessary growth in membership to make the program financially sustainable has not materialized.
- Subaru's partnership was equal to almost one third of all membership dues nationwide.



WHAT WE HEARD FROM YOU



- It's important that IMBA continue to exist as the national MTB advocacy organization.
- The brand credibility of being associated with IMBA as a chapter is a key asset when working with local land managers.
- Centralized membership processing, database management, membership dues invoicing, payroll administration and 501(c)3 status are all highly valued.
- A new national insurance program is highly desired.
- Service from Region Directors is important.
- civiCRM is not user friendly.
- Some Chapters are fine with the current 60/40 revenue share; others consider it a real issue.



2.0 PROGRAM HIGHLIGHTS



- Base membership dues increase from \$35 to \$49. The current average dues paid by all IMBA members is over \$50.
- New hybrid revenue share model recognizes that as Chapters get to a higher degree of effectiveness their needs change.
- Re-introduction of a national insurance program.
- Switch to a national Subject Matter Expert (SME) service delivery model from the current geographically based Region Director model.
- Implement Regional Leadership Councils that will provide Chapter Leaders with much better access to each other and direct access to IMBA's executive team.
- As IMBA begins a broader initiative to engage many more mountain bikers, we'll direct these contacts to Chapters for member recruitment.
- A trail building fund that offers direct financial support back to Chapters.



NEW HYBRID REVENUE SHARE



- For most Chapters, the current 60% IMBA and 40% Chapter revenue share will remain in place.
 - IMBA will transition to a Subject Matter Expert (SME) model from the current geographically based Region Director service model. This will help us deliver services in a more cost effective manner. In addition, access to multiple experts will better support chapter needs.
 - If a Chapter wants in-person, on-site services, they'll be offered on a fee-for-service basis.
- Chapters that have reached the level of having paid staff* will have the option of choosing a revenue share of 40% IMBA and 60% Chapter.
 - The additional funds will allow the Chapter to have more say in how dollars are used locally (whether for staffing or other priorities).
 - No free staff services. If a Chapter wants remote or in-person services, they'll be offered on a fee-for-service basis.
- *Paid Staff = minimum 10hrs/week for 12 consecutive months



MEMBERSHIP



- Base membership dues increase from \$35 to \$49.
- Premiums – offer simpler options at higher price points (i.e. socks, etc.).
- Encourage digital membership option to reduce paper usage and mailing costs.
- Develop a more responsive website that improves member experience and is mobile-friendly.
- Staff is currently evaluating different options to either upgrade or replace civiCRM with a simpler membership management tool.
- As IMBA starts marketing to the broader mountain bike community (i.e. new IMBA National Enduro Series), we'll direct new prospective members to Chapters for recruitment.



CHAPTER INSURANCE



- In order to offer a financially competitive rate and protect against significant premium increases after a few claims, it's necessary for all Chapters to participate in the national plan.
- Per member rate depends on actual number of members insured; projected to be cheaper than what chapters are paying now.
- Basic liability coverage for trail workdays (hand tools only), chapter rides and events for members (non-public).
- Each chapter will get their own policy under the national terms negotiated by IMBA.
- Additional coverage will be available for special events, machine trail building, Director & Officer Liability, etc.
- IMBA will pay the annual policy premium and deduct quarterly payments from Chapter revenue share payments, thus easing cash flow considerations for chapters and removing the admin burden of annual renewal and shopping.
- Program start date to be determined (requires at least 60 days notice for broker to build program).
- *See Appendix A for more policy information*



SUBJECT MATTER EXPERTS



- Chapters will have access to multiple Subject Matter Experts (SME) who specialize in particular service areas, instead of a single generalist staff resource (RD).
- Areas of specialty will include Chapter Governance, Membership Management, Trails 101, Advocacy for Access Basics, Volunteer Management, Communications, Fundraising and Leadership Development (*see Appendix B for more details*).
- The focus of this new service delivery model will be to teach Chapters how to perform these functions at higher levels of effectiveness.
 - These services will be delivered electronically/remotely (telephone, online, video, etc.) to Chapters on the 60/40 revenue share and on a fee-for-service basis for those on the 40/60 plan.
 - If hands-on, in-person service or training is desired, those services will be available on a fee-for-service, cost recovery basis (approx. \$80/hour plus expenses, according to GSA Guidelines).
- *See Appendix B for more detailed service information*



REGIONAL LEADERSHIP COUNCILS



- In order to facilitate a better exchange of ideas and information, Regional Leadership Councils (RLC) will be established so Chapter leaders who want more engagement with each other and IMBA leadership will have the option to do so.
- IMBA will establish the definition of regions, provide the contact list of all Chapters in the region, and suggest an approach to creating a RLC.
- It will be up to the Chapter leaders in each region to elect to form a RLC, elect a Chair, establish goals and objectives, schedule meetings, plan Region Summits and even hire joint staff if desired.
- IMBA's senior management team will schedule electronic meetings twice a year with each RLC to discuss issues.



WHAT ELSE IS NEW?



- IMBA's new vision going forward is to reach and engage a million mountain bikers!
- Our goal is to get a larger percentage of the mountain bike community involved in advocacy and access issues in some positive way.
 - As we do this, we'll direct these leads to Chapters as new potential members thus helping Chapters grow their constituency.
- IMBA will create a new Trail Building Fund with the intention of raising money at the national level to fund trail building at the local level. IMBA will create a national campaign(s) to highlight local projects. Funds raised will be distributed to chapters (minus an administrative fee to manage and promote the campaign(s)).



SUMMARY: POST-RIDE



Evolving the Chapter program is essential for all stakeholders and will still provide professional support that will advance trail advocacy worldwide.

- Chapter 2.0 is designed to deliver services more cost effectively, making the Chapter program financially sustainable AND creating a BETTER FUTURE for ALL MOUNTAIN BIKERS!
- We want you to have time to digest this information and ask questions. Fill out our [feedback survey](#) and join the **chapter forum conference calls on February 9 and 10** so we can listen to your concerns and suggestions to make Chapter 2.0 even better. Our objective is to roll out the final Chapter 2.0 program on April 1, 2017.
- Changes won't suddenly happen overnight – the transition from a geographically based RD model to subject matter expert model will require time.
- We're committed to being flexible as we make this transition. If something isn't working as anticipated, we'll work with Chapters to address concerns as we ALL have a vested interest in making this transition successful.



SUMMARY: POST-RIDE



Evolving the Chapter program is essential for all stakeholders and will still provide professional support that will advance trail advocacy worldwide.

- **It is very important that we hear from ALL Chapters about this proposed Chapter 2.0 program.** We are committed to developing the best Chapter program we can within the financial realities we face.
- A Google form titled [IMBA Chapter 2.0 Chapter Leader Feedback](#) has been provided for your feedback.
- In order to analyze all of the Chapter Leader feedback before we have our forum conference calls, **please submit your response by February 5, 2017.**
- After the chapter forum conference calls on February 9 and 10, each Chapter will have the opportunity to analyze their needs and make a business decision to participate in Chapter 2.0.
- THANK YOU for your patience, contributions to the development process and loyal support of IMBA!



Appendix A: CHAPTER INSURANCE



- In order to offer a financially competitive rate and protect against significant premium increases after a few claims, it's necessary for all Chapters to participate in the plan.
- Limited only to IMBA Chapters as a chapter benefit; clubs not eligible.
- Chapter premium rate estimated at +/- \$7/member (depends on actual number of members insured).
- Each chapter will get their own policy under the national terms negotiated by IMBA.
- Basic liability coverage for workdays (hand tools only). No minimum premium for small chapters.
- Additional coverage will be available for special events, machine trail building, Director & Officer liability, etc. Chapters can contact the program broker directly to purchase a rider.
- IMBA will pay the annual policy premium and deduct quarterly payments from Chapter revenue share payments, thus simplifying administration and easing cash flow considerations for chapters. *Chapters won't have to pay an annual premium "up front."*
- *See next page for more information*



Appendix A: CHAPTER INSURANCE



- Program start date to be determined, targeting April 1, 2017. (Requires at least 60 days notice for broker to build program.)
- Web-based signup – chapters enter basic information and additional insured requirements, then IMBA verifies chapter status. Once verified, a certificate (proof) of insurance (COI) is automatically generated, including all entities requesting to be named as additional insured. COI is immediately emailed to the chapter and to any other contacts the chapter has set up to receive proof of coverage (i.e. land managers)
- Eligibility – all members, participants and staff of the Chapter’s programs.
- Accident Coverage Limits – \$10,000 maximum medical/dental benefit per claim, \$2,500 accidental death/dismemberment benefit per claim, \$250 deductible per claim.
- General Liability Coverage – general aggregate: \$3,000,000.
- Products and Completed Operations: \$3,000,000 personal and advertising injury; each occurrence \$1,000,000.
- *See next page for more information*



Appendix A: CHAPTER INSURANCE



- Fire Damage Limit – \$300,000 (any single fire), medical expense: \$5,000, \$0 deductible per claim.
- Underwriter – United States Fire Insurance Company (Admitted) (A Excellent XIII AM Best).
- Chapter Activities Coverage includes trail maintenance days not using heavy machinery, chapter social rides, chapter events provided the events are not open to the general public/have a fee, and are designed for members/volunteers and their guests only.
- Exclusions – war, terrorism, expected or intended injury, sexual abuse/molestation, asbestos, nuclear energy, total pollution, fungi or bacteria, aircraft or watercraft, pyrotechnics, employment related practices, communicable disease (Hepatitis, TSE, HIV, HTLV, or AIDS), lead liability.
- Chapter activities exclusion endorsement applies – use of heavy machinery, mechanical bull, mechanical surfboard, zipline, & permanent rock wall structure.
- *See next page for more information*



Appendix A: CHAPTER INSURANCE



- Optional Individual Chapter Coverage (chapter billed directly by carrier) - General Aggregate/Completed Operations Limit increases*, Chapter events advertised to the general public where a separate fee is charged*, Alcohol rider*, Removal of heavy machinery from excluded activities list - \$500 premium, Hired/Non-owned auto liability coverage, Premium based on coverage with separate application for 12 and 15+ passenger vans and some other coverages, Abuse/Molestation sub-limit \$100,000 per occurrence/\$100,000 aggregate: \$1,000 premium, Primary and non-contributory additional insured wording endorsement: \$100 per additional insured, Waiver of subrogation endorsement: \$100 per additional insured.
- *See next page for more information*



Appendix A: CHAPTER INSURANCE



Existing Chapters

- Chapters with policies expiring after April 1, 2017 can cancel their policies effective April 1, 2017 to obtain a pro-rata premium refund (*if* the new national program is effective April 1). Follow the carrier's refund requirements to the letter to ensure that chapter refunds are promptly received without issue.

New Chapters

- Chapters will be added to the policy upon completing the chapter integration process.
- If these new chapters have existing liability coverage, they should cancel their existing policy and obtain a pro-rata premium refund.



Appendix B: STAFF SERVICES



- Chapters will have access to multiple Subject Matter Experts (SME) who specialize in particular subject areas, instead of a single Region Director. This delivery method is more cost efficient and effective, since RDs no longer have Subaru vehicles for business purposes.
- Areas of specialty service will include, but are not limited to: Chapter Governance, Membership Management, Trails 101, Advocacy for Access Basics, Volunteer Management, Communications, Fundraising and Leadership Development. See more details below.
- **Chapter Governance:** board orientation, strategic planning support, employee administration, support for chapter administration (tax compliance, insurance, etc.)
- **Membership Management:** how to convert leads to supporters and members, membership drives and promotions, how to maximize civiCRM.
- **Trails 101:** Ride Center/Model Trails vetting/recommendations, state-level lands planning, creating risk management/best practices policies, Trail Stewardship workshops for land managers, how to work with professional trail builders.



Appendix B: STAFF SERVICES



- **Volunteer Management:** best practices for increasing engagement and effectiveness.
- **Communications:** chapter and regional marketing & communications/messaging, co-branding with IMBA, best practices for websites, Facebook, social media and email communications.
- **Fundraising:** chapter and regional major donor cultivation/activation, best practices for chapter fundraising, grant writing and developing a chapter trail fund, co-branding with IMBA.
- **Leadership Development:** training for chapter leaders, delegating chapter tasks and responsibilities, developing future leaders, succession planning.
- **Regional Leadership Councils:** best practices to promote/facilitate regional networking and engagement, on-site workshops for Region Summits & festivals.
- **Advocacy for Access 101:** training on advocacy and developing working relationships with land managers, how to form state-level working groups, project development and partnerships, state tourism & economic development partnerships, District/Forest level federal lands planning, participation in forest user group collaboratives.

