

Executive Director's Report

By Betsy Winter

It is my job to make sure that the services and activities of the AMGA are being laid out efficiently, effectively, and in such a manner that optimum results are achieved-in relation to the resources of the AMGA. It is also my responsibility to ensure the activities implemented and services provided are of good quality and relevant to the mission and vision of the organization.

The goal of the executive director report and the corresponding departmental reports is to provide a comprehensive summary of the work being done by the entire staff of the AMGA. These reports should provide the board with the necessary information, metrics and perspective on the strategic and operational matters of the organization to determine if the above stated responsibilities are being fulfilled.

Throughout my report I will tie the work we are doing back to the stated purpose of the organization and goals of the strategic plan. **The information included in the June 2012 Board Report covers the work that has been done since the January meeting and also covers intended work for 2012.**

Our Mission:

The AMGA inspires an exceptional client experience as the premier source for training, credentials, resource stewardship and services for professional mountain guides and climbing instructors in the United States.

Our Vision:

The AMGA provides exceptional training and certification to create a foundation for world-class mountain experiences. The AMGA supports mountain guiding and provides the services necessary to sustain our profession in the United States.

Our **Strategic Plan** as prepared and adopted by the board on June 9, 2006:

The AMGA will:

1. Unify the guiding community in the US and within the AMGA.
 - a. Seek to have every working US guide a member of the organization and in support of education, certification, and standards.
2. Continue to strengthen the education and testing programs.
 - a. Improve our ability to deliver the volume of guides necessary to meet the needs of land managers and customers demanding certified guides
3. Improve the benefits of membership
 - a. Improve access for certified guides and accredited schools.
 - b. Make the AMGA an information source for members.
 - c. Negotiate group discounts for members (e.g. insurance.
 - d. Market certified guides and accredited schools.
4. Continue to develop the long-term financial strength and stability of the organization.

PROGRAM SERVICES- TRAINING AND CREDENTIALS

Mountain Guide Program-As we strive to have every US working guide a member of the AMGA and in support of our programs it is encouraging to know that our enrollment

numbers are strong. To date 12 students have taken 1 Rock Instructor Course. This is a 33% increase from 2011 where 9 students took 1 Rock Instructor Course. 7 students have taken 1 Rock Instructor Exam. This is a 75% increase from 2011 where 4 students took 1 Rock Instructor Exam. 14 students have taken 2 Ice Instructor Courses. This is a 22% decrease from 2011 where 18 students took 2 Ice Instructor Courses. 40 students have taken 4 Ski Guide Courses. This is a 5% increase from 2011 where 38 students took 4 Ski Guide Courses. Overall, 73 students have taken 8 Guide Track Courses and Exams. This is a 3% increase from 2011 where 71 students took 8 Guide Track Courses and Exams.

For more information please see Program Director's Report.

Climbing Instructor Program-The Climbing Instructor program has proven itself to be a viable feeder program that is also helping us achieve our goal of having every working US guides a member of the organization and in support of education, certification, and standards. To date 163 students have participated in 34 CIP Programs. This is a 16.4% ***increase*** in the number of participants and a 5.6% ***decrease*** in the number of programs from 2011 where 140 students participated in 36 CIP Programs. This has resulted in a 25.6% ***increase*** in revenues in 2012 from \$7150 to \$8980.

To date 67 students have participated in 11 CWI courses. This is a 38.8% ***increase*** in the number of students and a 57.1% ***increase*** in the number of courses from 2011 where 41 students participated in 7 CWI courses. This has resulted in a 63.4% ***increase*** in revenues in 2012 from \$2665 to \$4355.

To date 71 students have participated in 14 SPI courses. This is a 16.4% ***increase*** in the number of students and a ***decrease*** of 12.5% in the number of courses from 2011 where 61 students participated in 16 courses. This has resulted in a 6.7% increase in revenues in 2012 from \$3175 to \$3750.

To date 25 students have participated in 9 SPI assessments. This is a 46.2% ***decrease*** in the number of students and a ***decrease*** of 30.8% in the number of courses from 2011 where 38 students participated in 13 assessments. This has resulted in a 45.7% ***decrease*** in revenues in 2012 from \$2710 to \$1470.

For more information please see Climbing Instructor Program Director's Report.

Accreditation Program-To date, of the 33 current Accredited Programs, 11 Programs scheduled for re-accreditation reviews in 2012, 3 have submitted applications and they are all in varying stages of the re-accreditation process. Total revenues generated to date are \$11,000. Of that \$4000 were for Accreditation Review fees and \$7000 in Annual Accreditation Membership fees. Total revenues generated in the first quarter of 2011 were \$5450. This represents an increase of 101.8%. Projected revenues for 2012 are \$19,250.

For more information please see Accreditation Director's Report.

PROGRAM SERVICES- MEMBER SERVICES

Membership Department- As was the case in 2011, membership saw a 10% increase in Total Members year over year and over 19% in Membership Revenue (compared to 30% growth in 2011). When compared to 2010 and 2011 the same trend prevails, the SPI/CWI programs are driving the growth in member numbers. The revenue increase is primarily a

result of the dues increase where IFMGA member dues went up to \$250 from \$200 accounting for additional \$1,800 in revenue this year – effective January 1, 2012. All other member dues remained the same, at least through 2012. As for renewals, Associate membership is up by 65%.

For more information please see Membership Director's Report.

Advocacy-The Advocacy Department has been working tirelessly on defending the position of our stakeholders and the climbing community at large with regards to the Black Canyon's proposal to ban guided climbing. Since September 2011, the AMGA has made three trips to D.C; has had countless visits, emails and phone conversations with three Senators, one congressman and their supporting staff; received colossal contribution from our members and their patrons; and with great gratitude, worked with a preeminent team of legal counsel to champion the cause.

In February 2012, we saw the fruits of our perseverance and labor when Senator Mark Udall (D-CO), Senator Michael Bennet (D-CO), Senator Max Baucus (D-MT), and Representative Scott Tipton (R-CO) urged the National Park Service to reconsider the proposal.

In a joint letter written by Udall, Bennet and Baucus the Senators wrote, "While most climbers in the park choose not to climb with a guide, many do utilize guides, and we believe that given the extremely challenging nature of climbing in the Black Canyon, the option to climb with a guide should be available." This sentiment was reinforced by Rep. Tipton, who wrote in his letter, "...if adopted, the Proposal will reduce opportunities for safe, facilitated wilderness recreation and education not only at the Black Canyon but also in other areas of our country's great National Park System.

In April 2012, the National Park Service sent out a letter to all of the Senators and Congressmen who had written to the NPS about this issue, stating that, "This issue will not move forward without much more internal deliberation and then close collaboration with all interested parties..."

This success could not have been achieved without the involvement of our legal counsel at Patton Boggs, our Colorado and Montana representatives and the 39 members who submitted comments and letters to their congressional delegates, and the many more members who sent original comment to the Superintendent of the Black Canyon.

While this issue does not constitute a final decision regarding the status of guided climbing in the Wilderness Management Plan, it is an important step towards a closer partnership with the National Park Service.

For more information please see Outreach and Advocacy Director's Report

PROGRAM SERVICES- OUTREACH

White House Conference on Conservation- The conference, *Growing America's Outdoor Heritage and Economy*, held at the Department of Interior on Friday, March 2, explored the link between protecting public lands and strong local economies through tourism, outdoor recreation, and healthy environment.

As the U.S representative for professional mountain guides and climbing instructors, it was a huge honor for the American Mountain Guides Association to have been invited to participate in this monumental event. Fortunately, I was there with my colleagues from the Outdoor Alliance (Access Fund, IMBA, Winter Wildlands, American Canoe Association and American White Water). Thanks to the Outdoor Alliance Policy liaison, I was introduced to many key federal and organizational representatives.

The aim of the conference was to bring together key stakeholders from around the nation to strengthen coalitions, explore successful partnerships, and to think collectively about what the future holds for our public lands, waterways and local economies.

Highlights from the conference included: meeting Director Jon Jarvis of the National Park Service, meeting Chief Tidwell of the United States Forest Service, and watching the President himself give the closing remarks.

Finally, while at the conference I attended a breakout session on Tourism and Outdoor Recreation. During the discussion I decided to talk about guides, both foreign and domestic, and the challenges they face in helping grow tourism in country. After I spoke a woman from the Department of Interior approached me, handed me her business card, and asked if I would email her my comments. My comments are below.

***AMGA Comments- Betsy Winter, Executive Director
Relayed during the White House Conference on Conservation
Break out session: Tourism and Outdoor Recreation***

With regards to Tourism and Outdoor Recreation there is a voice that I do not want to see get lost in the conversation. When we talk about growing tourism, both domestically and internationally, there is a critical stakeholder group that is often times over looked and that is the voice of the mountain guides. These individuals are essential conduits for connecting the visiting public to our nations' great outdoor landscapes. They are trained professionals who are the subject and technical matter experts when it comes to safely and responsibly enjoying our vertical wildernesses.

In large part due to the strong wilderness ethic in America, commercial access of public lands - both wilderness and non-wilderness areas -- is highly regulated and restricted in the U.S. The majority of public lands require a permit in order to conduct a commercial activity such as rock climbing, ski mountaineering or alpine climbing.

In order to obtain a commercial land use permit, mountain guides, must show proof of general liability insurance and workers' compensation insurance. A business license is needed in order to carry an insurance policy. Foreign guides must also obtain a work visa. The permit system varies greatly amongst the federal agencies, is highly regulated, challenging to navigate, and is resource intensive. The end result is that American access for the mountain guiding profession is highly complex, inconsistent and elusive for many.

Unfortunately, the American guiding profession is experiencing a trend of losing highly qualified guides to foreign countries especially those in the European Union, while simultaneously the U.S is losing valuable tourism dollars from the AMGA's international counterparts representing Europe, Asia, the Americas and Oceania, due to commercial access being so highly restricted and limited in the U.S.

As the sole U.S representative to the 25-member country International Federation of Mountain Guide Associations (IFMGA), the AMGA is intimately familiar with the stress and strain that not only our American guides and their clients face when applying for U.S permits, but also that of the foreign guide population.

The American “commercial” permit process and visa requirements are so rigid, resource intensive and overwhelming that it is simply not feasible, nor worth the time, energy or money for foreign guides to bring their clients to our nations’ parks, forests, and conservation areas. Additionally, most iconic American parks and public lands, that are most attractive to the international visitor, are not open to non-concession commercial services.

Because the popular recreation destinations in the U.S. are located on public lands, National Parks, National Forests, and National Conservation Areas are critical components to professional guides’ ability to practice their trained profession in the United States. Without appropriate access to public lands, the viability and sustainability of the profession of guiding in the U.S. is at stake. At the same time, there is a growing trend amongst the general public to be guided. With the public having less time to develop technical skills and local terrain knowledge, the demand for guided recreation is increasing.

With this in mind I would like to urge the Department of Interior to reexamine the current permit process used to issue commercial permits to both American and foreign guides. The AMGA advocates for consistent, streamlined application processes for commercial permits as much as possible.

The AMGA understands that land managers face immense challenges in providing for the public’s enjoyment of public lands while at the same time ensuring a safe, quality experience and preserving the natural and cultural resources.

Whether working with Permit Administrators, Wilderness Managers, Park Rangers or Superintendents, the AMGA is committed to being an effective partner to land managers of public lands in America in the following ways:

- 1) Helping to inform AMGA members of the most current land manager policies and requirements,*
- 2) Striving to understand and represent AMGA members’ highest priority needs in its collaboration with land managers,*
- 3) Being an expert and resource to land managers in implementing minimum training requirements for commercial mountain guiding and climbing instruction,*
- 4) Raising the level of business practices and risk management of commercial providers through the AMGA Accreditation Program, and*
- 5) Holding AMGA members accountable to the highest professional standards through the Code of Ethics and Professional Compliance Committee.*

About the AMGA

The American Mountain Guides Association (AMGA) inspires an exceptional client experience as the premier source for training, credentials, resource stewardship and services for mountain guides and climbing instructors in the United States. For over 30 years, the AMGA has been dedicated to supporting the guiding community through excellence in education, standards and certification to enhance the quality of services provided to the public, while

serving as a resource for accessing and protecting the natural environment. A national nonprofit professional organization, the AMGA is the nation's sole representative to the twenty-five member-countries International Federation of Mountain Guides Association (IFMGA), which is the governing body responsible for guiding standards around the world. The AMGA is also the only organization in the U.S recognized by the International Mountaineering and Climbing Federation (UIAA) for meeting the international standard for Single Pitch Instructor and Climbing Wall Instructor Certifications.

The AMGA provides training and certification in the disciplines of rock climbing, alpine climbing, and ski mountaineering. Through the Accreditation Program, the AMGA also raises the standards of guide services and climbing schools with regard to safety, Leave No Trace practices, client care, ongoing education, and land stewardship. Since its genesis in 1979, the AMGA has grown to represent over 2,500 members, over 30 Accredited Guide Services, and 60 Corporate Partners. Each year the training provided by the AMGA reaches over 750,000 people through direct contact between AMGA Certified Guides, Climbing Instructors and Accredited Programs and their clients.

Currently, the AMGA represents the country's guiding and climbing community with federal relationships and policy negotiations for the public and outdoor industry. Among other initiatives, the AMGA has worked in Washington D.C. to help advise the Commercial Use Authorization regulations within National Parks. We have also created an open dialogue between land managers and the climbing and guiding community through national land manager conferences. For more information, visit www.amga.com.

About the IFMGA

The International Federation of Mountain Guides Association (IFMGA) is the international governing body responsible for guiding standards and education around the world. Founded in 1965, the IFMGA unites mountain guide associations from more than 20 countries in Europe, Asia, the Americas and Oceania, representing a total of almost 6,000 guides. The aim of the IFMGA is to set and uphold industry standards in guide education and certification, to harmonize the work regulations that govern the profession, to ensure better safety conditions for clients, and to facilitate the ability of mountain guides to work internationally on mountains all over the globe. For more information, visit www.ivbv.info.

About the UIAA

The International Mountaineering and Climbing Federation (UIAA) is the international organization representing mountaineers, climbers and trekkers worldwide. Formed in 1932, the UIAA has over 90 member organizations in over 60 countries. The organization promotes the growth and protection of mountaineering and climbing worldwide by preserving their spirit and traditions, advancing safe and ethical mountain practices, promoting responsible access, culture and environmental protection, and supporting youth participation and the Olympic movement. The UIAA fulfills its mission primarily through the work of its commissions, which make recommendations, set policy and advocate on the behalf of the mountaineering community. The UIAA Safety Commission works closely with the industry to develop standards to minimize accidents caused by equipment failure. A certified piece of mountaineering or climbing equipment carries a UIAA Safety Label, which indicates the equipment's compliance with UIAA standards. The UIAA is a member of the UN Inter-Agency Group and recognized by the International Olympic Committee for its representation of mountaineering, climbing and related mountain activities. For more information, visit www.theuiaa.org.

Stanford Conference on Commercial Use and the Wilderness Act- In February, the AMGA was able to take part in an “uncommon dialogue” as an invited attendee of a cutting edge conference hosted by Stanford Woods Institute for the Environment and Stanford Law School. At this conference, there were participants representing a balanced mix of land managers, planners, scientists, policymakers, environmental groups, commercial outfitters and trade associations.

As we all know, regulating commercial outfitting on public land is a highly contentious issue in the United States. The struggle is particularly acute in federally designated wilderness and wild and scenic river corridors,

Conflicts over how to regulate activities such as, guiding for hunting, fishing, climbing, river rafting, and snowmobiling etc. have recently erupted in the courts, resulting in costly and inefficient planning processes stalled by litigation.

The aim was to engage a group of diverse stakeholders, in an intimate environment, to encourage a constructive conversation about diverging interests and emerging collaborative solutions.

The AMGA was asked to sit on the advocate panel and present on a relevant collaboration theme. We decided to review examples of partnerships between local land managers and authorized outfitters, guides and concessioners as a vehicle for advancing wilderness conservation. The key points presented were: guides are an underutilized resource that are necessary and add value to wilderness conservation, and that inclusive, streamlined and systematic management policies and partnership models for public lands management are essential to achieving the 21st century initiatives of our administration.

SUPPORTING SERVICES- FUNDRAISING

The aim for 2012 is to raise at least an additional \$50,000 in revenue. We will accomplish this by targeting new partners, soliciting donors and growing our relationship with current partners. At the end of the 1st quarter we are up 15% from where we at the end of 1st quarter 2011, \$82,510 compared to \$71,681 in 2011. However, we are behind our 1st quarter budgeted contributions number by 20%. This is due to the transition within the Membership Department. Currently, we have over \$70,000 in outstanding partner dues that Baird is now beginning to work on collecting. Please note that to accurately compare numbers sled contributions have been removed from 2011 section of the 1st quarter and monthly financial reports.

SUPPORTING SERVICES- GENERAL AND ADMINISTRATIVE

New Employees-We hired three new employees and created one new full-time position. Scott Massey is our new Outreach and Advocacy Director, Baird Morrish is our new Membership Director and Caroline McNally is our new Office and Programs Coordinator.

Misrepresentation Cases-Since January 2012 I have contacted 8 companies who were found to be in violation of the brand use policy. Most cases involved the company using broad statements, such as, “all our staff is trained and certified by the AMGA” in their marketing materials or misusing the AMGA general logo.

Private Occupational School- The AMGA is in the process of applying to the Colorado State Department of Higher Education division of Private Occupational Schools for a certificate of

approval to operate as a private occupational school in the state of Colorado. We have decided to apply for this status in order to have the profession recognized as an occupation, in the State of Colorado. Additionally, we will be able to accept GI Bill payment as the military will then recognize the organization as a professional occupational school. We feel this could have long-lasting positive implications on the AMGA and the guiding profession. If our application is accepted then on July 1st, 2012 the AMGA will be operating as a Private Occupational School.

Marketing- The AMGA has contracted work with a marketing company named Shift. Shift's founder and lead researcher is Jeb Tilly who is also currently employed by Cripsin Porter and Bogusky, a renowned advertising agency based in Colorado. Per the direction of the AMGA board of directors, the scope of the project has two main objectives: To understand in detail and depth our customer's feelings about life, climbing, guiding, instruction and the role our brand plays or can play in their lives. To create a central mission and vision, and an action plan for the AMGA that will help us create and maintain value among our "core customers."

The scope of work has been broken down into two phases.

PHASE 1: RESEARCH AND ANALYSIS

The goal of this phase is to provide us with a clear understanding of our customers, with emphasis on their feelings about our brand, so we can ground our strategy in things that will be meaningful to them. We'd like to speak with three key groups of people:

Beginner guide: prospective, eager, intending candidates for our programs who may have limited experience with our brand. Three interviews.

Committed guides: guides who've completed a majority of our programs and work with or are considered stakeholders in our organization. Three interviews.

Disenfranchised guides: guides who've completed a number of our programs and have chosen not to continue to pursue guiding, or who have expressed dissatisfaction with our brand. Three interviews.

PHASE 2: STRATEGIC DEVELOPMENT

The goal of this phase is to use insights from our research to develop a brand platform and architecture, and create a working draft of an action plan that will help us execute our narrative by providing specific direction for innovation, outreach and communications. This will be a collaborative effort in which the people who steer the AMGA will work with Shift to create and refine the final deliverable.

METHODOLOGY

Nine total phone and in-person interviews

Secondary/desk research

Work session between Shift team members and AMGA team.

DELIVERABLES

A PowerPoint deck that outlines findings and insights from research, and builds to a work-in-progress strategic platform for the AMGA that outlines mission, vision, values and a narrative for the brand to follow in the immediate future and an architecture for executing

the narrative through innovation, outreach and communications.

A presentation of findings, insights and strategy to the AMGA board at the October board meeting.

COST

The cost of the project is \$13,000, which does not include incidental expenses or video costs. This will come from the 2012 budget and from 2011 surplus funds.

Insurance- General Liability, Auto, Excess Liability, Directors and Officers and Professional Liability insurance policies have been bound and are effective.

Financial Overview- Quite possibly one of the most important goals of the strategic plan is to continue to develop the long-term financial strength and stability of the organization. This is a huge responsibility and one that demands the time, energy and commitment of the Executive Director and support of the Board of Directors.

At this time, our annual audit is currently underway. The aim is to have a draft summary prepared for the board by the June board meeting.

2012 1st Quarter Financials- Revenue from the Climbing Instructor Program is up 11% from \$11,010 in 2011 to \$12,260 in 2012 and is ahead of 2012 budget by 34%. Revenue from the Mountain Guide Program is down 2% from \$303,355 in 2011 to \$298,480 in 2012 and is ahead of 2012 budget by 7%. Revenue from the Accreditation Program is up 125% from \$4,850 in 2011 to \$10,900 in 2012 and is ahead of 2012 budget by 263%. Revenue from Member dues is up 19% from \$36,722 in 2011 to \$43,800 in 2012 and is ahead of 2012 budget by 23%. Revenue from Restricted Contributions is down 86% from \$13,925 in 2011 to \$1,900 in 2012 and is behind 2012 budget by 41%. Revenue from Contributions is up 15% from \$71,681 in 2011 to \$82,510 in 2012 and is behind 2012 budget by 20%. The reason for the large discrepancy in contributions income is due to the \$70,000 that is outstanding in partner dues.

Expenses from General and Administrative are down 4% from \$47,090 in 2011 to \$45,439 in 2012 and are ahead of 2012 budget by 1%. Expenses from Fundraising are up 4% from \$9,685 in 2011 to \$10,046 in 2012 and are ahead of 2012 budget by 86%. Expenses from Outreach are up 63% from \$5,732 in 2011 to \$9,366 in 2012 and below 2012 budget by 43%. If you will remember from the October Executive Director's Report 50% of the Outreach and Advocacy Director's (OAD) salary is now expensed from the Outreach Department, prior to 2012 100% was expensed from Membership. This adjustment to the 2012 budget accounts for the discrepancy between the two years found in the first quarter report. Additionally, there was a two-month window where we did not pay OAD salary due to the transition and accounts for the discrepancy between 2012 budget and actuals. Expenses from Member Services are down 33% from \$25,329 in 2011 to \$16,931 in 2012 and are below 2012 budget by 17%. This is due to the adjustment stated above and to the change in payroll expense from the transitioning of Membership Directors. Expenses from Training and Credentials are down 21% from \$114,534 in 2011 to \$91,039 in 2012 and are below 2012 budget by 33%. Expenses from Scholarships are down 36% from \$34,300 in 2011 to \$22,110 in 2012 and are below 2012 budget by 43%. The reason for this is because we are waiting to collect partnership dues that once reconciled with remaining scholarships will make up the difference.

None of the discrepancies in revenue or expenses noted above are concerning to me at this time. At the end of the 1st quarter our net income is up 17% from \$237,633 in 2011 to \$277,9935 in 2012 and is 35% above 2012 budget. We are on track to end our year on par with our budgeted numbers.

| Statement of Financial Position | | | | | | | |
|--|-------------------------|-------------------------|-----------------------|--------------------------------|------------|-----------------------------------|-------------|
| Profit and Loss | | | | | | | |
| | 1st qtr 2011 | 1st qtr 2012 | % change % | 1st qtr 2012 Budget | % | 2012 Annual Budget | % |
| Support and Revenue | | | | | | | |
| Program Services-Climbing Inst | 11,010 | 12,260 | 11% | 9,123 | 34% | 36,500 | 4% |
| Program Services-Mtn Guide | 303,355 | 298,480 | -2% | 279,155 | 7% | 501,900 | 53% |
| Program Services-Accreditation | 4,850 | 10,900 | 125% | 3,000 | 263% | 12,000 | 1% |
| Member Dues | 36,722 | 43,800 | 19% | 35,750 | 23% | 154,000 | 16% |
| Merchandise Income | 2,883 | 2,006 | -30% | 3,423 | -41% | 13,700 | 1% |
| Support-Restricted | 13,925 | 1,900 | -86% | 3,200 | -41% | 6,800 | 1% |
| Scholarships | 32,600 | 21,200 | -35% | 32,600 | -35% | 32,600 | 3% |
| Contributions-Gifts and Fundraising | 71,681 | 82,510 | 15% | 103,000 | -20% | 187,500 | 20% |
| SLEDS | 0 | 0 | 0% | 0 | 0% | 0 | 0% |
| Total Revenue | 477,026 | 473,056 | -1% | 469,251 | 0% | 945,000 | 100% |
| Expenses | | | | | | | |
| Merchandise COGS | 2,723 | 190 | -93% | 2,124 | -91% | 8,500 | 1% |
| General and Administrative | 47,090 | 45,439 | -4% | 44,870 | 1% | 146,921 | 16% |
| Fundraising | 9,685 | 10,046 | 4% | 5,388 | 86% | 23,019 | 2% |
| Outreach | 5,732 | 9,366 | 63% | 16,444 | -43% | 60,808 | 6% |
| Member Services | 25,329 | 16,931 | -33% | 20,388 | -17% | 102,100 | 11% |
| Training and Credentials | 114,534 | 91,039 | -21% | 136,078 | -33% | 561,449 | 60% |
| Scholarships | 34,300 | 22,110 | -36% | 38,850 | -43% | 39,850 | 4% |
| SLEDS | 0 | 0 | 0% | 0 | 0% | 0 | 0% |
| Total Expenses | 239,393 | 195,121 | -18% | 264,142 | 0% | 942,647 | 100% |
| Operating Income | 237,633 | 277,935 | 17% | 205,109 | 35% | 2,353 | 0% |
| Gain/ Loss Investments | | | 0% | | 0% | 2,400 | 0% |
| Net Income/Expense | 237,633 | 277,935 | 59% | 205,109 | 44% | 4,753 | 1% |

| American Mountain Guides Association | | | |
|--------------------------------------|--|------------------|-----------------------|
| Monthly Summary Report | | | |
| Mar-12 | | | |
| Statement of Financial Position | | As of 3/31/12 | unaudited 12/31/11 |
| Assets | | | |
| Cash- Operating | | 252,194 | 117,499 |
| Investments | | | |
| Restricted Endowment Accounts | | 510,592 | 509,411 |
| Unrestricted Cash Accounts | | 65,523 | 65,491 |
| Total Investments | | 576,115 | 574,902 |
| Other Assets | | 49,950 | 49,593 |
| Total Assets | | 878,259 | 741,994 |
| Liabilities & Equity | | | |
| Liabilities | | 10,261 | 161,092 |
| Equity | | 867,999 | 580,902 |
| Total Liabilities and Equity | | 878,259 | 741,994 |

| Profit and Loss | Current Month | | | | | | Year to Date | | | | | |
|-------------------------------------|------------------|-------------|------------------|-------------|------------------|-------------|----------------|-------------|----------------|-------------|--------------------------|-------------|
| | Mar-12 Actual | % | Mar-12 Budget | % | Mar-11 Actual | % | YTD Actual | % | YTD Budget | % | 2012 Annual Budget | % |
| Support and Revenue | | | | | | | | | | | | |
| Program Services-Climbing Inst | 5,710 | 6% | 3,041 | 2% | 4,530 | 2% | 12,260 | 3% | 9,123 | 2% | 36,500 | 4% |
| Program Services-Mtn Guide | 42,085 | 45% | 49,280 | 36% | 49,398 | 27% | 298,480 | 63% | 279,155 | 59% | 501,900 | 53% |
| Program Services-Accreditation | 0 | 0% | 1,000 | 1% | 3,200 | 2% | 10,900 | 2% | 3,000 | 1% | 12,000 | 1% |
| Member Dues | 14,070 | 15% | 8,540 | 6% | 7,935 | 4% | 43,800 | 9% | 35,750 | 8% | 154,000 | 16% |
| Merchandise Income | 684 | 1% | 1,141 | 1% | 1,464 | 1% | 2,006 | 0% | 3,423 | 1% | 13,700 | 1% |
| Support-Restricted | 0 | 0% | 400 | 0% | 425 | 0% | 1,900 | 0% | 3,200 | 1% | 6,800 | 1% |
| Scholarships | | | 0 | | | | | | 32,600 | | 32,600 | 3% |
| Contributions-Gifts and Fundraising | 31,210 | 33% | 73,000 | 54% | 78,150 | 42% | 103,710 | 22% | 103,000 | 22% | 187,500 | 20% |
| SLEDS | | | 0 | | 40,000 | 22% | 0 | 0% | 0 | 0% | 0 | 0% |
| Total Revenue | 93,759 | 100% | 136,402 | 100% | 185,102 | 100% | 473,056 | 100% | 469,251 | 93% | 945,000 | 100% |
| Expenses | | | | | | | | | | | | |
| Merchandise COGS | 374 | 0% | 708 | 1% | 2,057 | 2% | 190 | 0% | 2,124 | 1% | 8,500 | 1% |
| General and Administrative | 20,123 | 24% | 13,542 | 11% | 28,131 | 21% | 45,439 | 23% | 44,870 | 17% | 146,921 | 16% |
| Fundraising | 2,772 | 3% | 1,796 | 1% | 2,575 | 2% | 10,046 | 5% | 5,388 | 2% | 23,019 | 2% |
| Outreach | 3,213 | 4% | 7,148 | 6% | 3,103 | 2% | 9,366 | 5% | 16,444 | 6% | 60,808 | 6% |
| Member Services | 5,382 | 6% | 5,796 | 5% | 8,443 | 6% | 16,931 | 9% | 20,388 | 8% | 102,100 | 11% |
| Training and Credentials | 32,175 | 38% | 58,226 | 46% | 54,494 | 41% | 91,039 | 47% | 136,078 | 52% | 561,449 | 60% |
| Scholarships | 19,975 | 24% | 38,850 | 31% | 34,300 | 26% | 22,110 | 11% | 38,850 | 15% | 39,850 | 4% |
| SLEDS | | | 0 | | 0 | | 0 | 0% | 0 | 0% | 0 | 0% |
| Total Expenses | 84,014 | 100% | 126,066 | 100% | 133,103 | 100% | 195,121 | 100% | 264,142 | 100% | 942,647 | 100% |
| Operating Income | 9,745 | 10% | 10,336 | 8% | 51,999 | 28% | 277,935 | 59% | 205,109 | 44% | 2,353 | 0% |
| Gain/ Loss Investments | 4,746 | 5% | 0 | 0% | 3,650 | 2% | 16,801 | 4% | 0 | 0% | 2,400 | 0% |
| Net Income/Expense | 14,491 | 112% | 10,336 | 8% | 55,649 | 30% | 294,736 | 62% | 205,109 | 44% | 4,753 | 1% |