

The Mountaineers Annual Report

2010

A Year of Transformation



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This is a time of transformation and it may be the most challenging ascent The Mountaineers has ever attempted. High alpine ascents are always team efforts; the successful transformation of The Mountaineers will be no exception. And from what we're hearing from all of you, we're onto something. We believe that together—staff, board, volunteers, members and community partners—we're on the right track.

—Tab Wilkins

Mountaineers 2010—A Message from the President of the Board

After a year of significant change in 2009—a new building, new Executive Director and a new attitude—we've begun building some momentum towards a stronger future in 2010.

We had some great celebrations of our community's history; over 200 people congratulated one of our legends, Wolf Bauer, who developed the first version of our climbing program 75 years ago and established some of our early techniques for skiing. We also celebrated the 50th year of our iconic instructional guide, "Mountaineering: The Freedom of the Hills," by publishing its eighth print edition and developing an electronic version. Our publishing arm won two independent publishing awards for two mission-based books.

By unanimous vote the Board paved the way to apply for tax status as a 501(c)(3) operation—successfully achieved in April 2011—making all but 10 percent of our dues and all of our direct gifts tax deductible, thus lowering our cost of membership.

The Board established committees to focus on Membership Development, Support for Volunteers and Developing Youth and Families. Our membership levels have grown through the addition of family memberships, suggesting a change in our overall demographics. We have been working with corporate sponsors like Outdoor Research, who donated 100 jackets which were given to some of our most active volunteers, and First Ascent, who provided major financial support for programs and generous corporate discounts to all our volunteers and members.

Our Annual Meeting, which in past years was held midweek and commonly drew 10 people, was supplanted by our weekend OutdoorsFest, where more than 1,000 persons celebrated the outdoors and visited with Conrad Anker in the evening as he talked about some of his most challenging climbs.

As we move forward into 2011 we are working to "meet people where they are"—developing new approaches to courses, new looks to our outreach materials and helping others celebrate and enjoy the great experience of being outdoors.

All this means that your membership dollar is going even further than before; your cost is lowered by being tax deductible, corporations are supporting our good work, we are connecting as a community more and more, and our work in conservation is being revitalized to protect our recreation areas.

We've had a saying at the Board level, "Be Up, Stand Up, Show Up"—meaning we are moving in a positive direction. Please contribute with good will, donations or volunteering; help us develop new ways to enhance the membership experience. And join us for one of our trips, activities or presentations. Even better, volunteer with us as we give back to our community and enhance our lifestyle here in the Pacific Northwest.

On behalf of the Board of Directors, I'd like to thank you for being a member and look forward to serving you for another year. I'll see you outdoors!

Sincerely,
Tab Wilkins
President
Board of Directors

2010: A year of Transformation—Observations from the Executive Director

As Board President Tab Wilkins reflects, 2010 was a year of transformation. Alongside our hundreds of trained volunteers, we worked hard to evolve as an organization.

► We applied for 501(c)(3) status, which we achieved April 1, 2011. This new tax status allows us to accept tax-deductible donations from individuals, corporations and foundations that choose to support our mission. Operating as a 501(c)(3) expands our capacity to support our classes, trips, youth program, conservation work and publishing by making it easier to fundraise.

► We hosted our first-ever OutdoorsFest at The Mountaineers Program Center in Seattle, with an estimated attendance of nearly 1,000 visitors. It featured our largest-ever attendance (200) for our annual meeting.

► We began the transformation of the *Mountaineer* from a newspaper format to one of a magazine and started making plans for the rejuvenation of The Mountaineers website's "look" and functions.

► We hired new staff, reignited The Mountaineers Conservation agenda and stepped up our fundraising efforts by supporting the campaign to save Index's Lower Town Wall.

► We launched several new education programs for adults and youth, including a Getting Started Series, aimed at getting beginners into the outdoors, and a Venturing program for teens.

While these are all good things, we aren't resting. We will continue to listen to you, our members, supporters, guests and community partners as we work to become a more community-focused organization.

We know that there is still a lot of work to be done. The Mountaineers is forging new programs and courses that teach responsible recreation skills and cultivate stewards of our public lands. We are broadening our reach by introducing beginners and families to the outdoors, developing programs to bring outdoor skills to underserved youth, and creating advanced seminars for the more experienced outdoors person. Through emerging partnerships with the Boy Scouts, the Boys and Girls Club, regional parks and other youth-serving organizations, we will introduce children and young adults to the outdoors.

We are on the cusp of taking our programs, members and partnerships to the next level. It's an exciting time for The Mountaineers, but we will need increased support from you if we are to reach our ambitious goals. The Mountaineers, as an organization, stands at a remarkable time in its history.

In my opinion, I'm the lucky one who gets to represent you as your Executive Director. This is your organization. Like Tab says, ". . . stand up, show up" and get involved. Find your passion and get more engaged with The Mountaineers. We know that when people do this, they gain the sense of community that can only be found in an organization whose history spans more than 106 years and whose members, guests and supporters total more than 12,000 strong.

As for me? I'm going to continue getting out into the mountains with my husband and our baby son this season. I hope to see you out there.

Martinique Grigg
Executive Director

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Education is at the heart of our mission and engaging youth is an important part. As young people face increased competition for their time, the need to get them outside and provide ways for them to connect with nature only intensifies. That's why we have launched four new youth programs in the last eight months, introducing over 200 youths to outdoor activities. We project that number to grow to 500 by the end of fall 2011.

—Martinique Grigg



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OUTCOMES: We laid the groundwork for successful updates to our communications, launched a new magazine and updated our website in early 2011. Responses have been spectacular!

MOVING FORWARD: In the coming year we will continue to move forward with the first phase of Technology 2.0, an undertaking that will bring our use of technology up to speed and revamp the “backend” of our website and database. Currently in the middle of this major planning stage, we are investigating new digital tools to aid in volunteer education and activity management.

“I love the fact that we have so many great new initiatives, including all of the advanced climbing courses and seminars. And even when we can’t get outside, we can participate in activities, lectures and online discussion groups.”

Deb Sand, Member since 2005, Secretary of the Seattle Climbing Committee/Chair of Women of the Hills

Revitalizing The Mountaineers’ Communications

The Mountaineers realized it was time to refresh and update our communications to match the transformation occurring within the organization. We undertook efforts to give our website a much-needed makeover, transform our newsletter into a magazine and refresh our visual branding.

Website: The early stages of a redesign of www.mountaineers.org got underway, and were completed in February 2011. The redesign focused on the following goals:

- ▶ Better serving our 10,000 members, volunteer leaders and 2,000 guests.
- ▶ Refreshing the dated design that we’d been relying on since 2003.
- ▶ Featuring photos and images of our members and their activities.
- ▶ Improving site navigation.

Print: We also transformed the membership publication, the *Mountaineer*, from a monthly newsprint format to a bright and lively magazine. The first issue hit members’ doorsteps in January 2011.

- ▶ We identified a format that would offer vibrant feature content while continuing to communicate organizational news, trips and courses to our membership.
- ▶ We discovered that a bimonthly format offered savings of both time, money and paper.

Eye appeal: In 2010, The Mountaineers also updated the color palettes used within all of our communications tools. The new branding elements are fresh, attractive and bring cohesion to all of our media.



“**N**ew blood, new ideas, new facilities—those things bring great satisfaction to me. Joining The Mountaineers has been a highlight for me!”

Deling Ren, Member since 2008, recent Intermediate Alpine Climbing Course graduate



Transformation from 501(c)(4) to 501(c)(3) Nonprofit Status

Over the years, many have asked, “Why is The Mountaineers operating as a 501(c)(4) organization and not gaining the benefits of 501(c)(3) status?” When Executive Director Martinique Grigg came on board in late 2009, she returned with the question: “What would it take to make the change?”

We then initiated our efforts to apply for 501(c)(3) status, a major focus for The Mountaineers in 2009-2010. Throughout the year, Board members, staff and key volunteer leaders drafted, edited, and finalized an incredible volume of support documents that conveyed the following:

- ▶ We have long operated for charitable and educational purposes within the IRS’s definition of Section 501(c)(3) by offering thousands of educational trips and courses on outdoor recreation and conservation to both our members and the public.
- ▶ The IRS recognized our history of work in the above regard, as well as the hundreds of volunteers who work behind the scenes, building the curriculums and leading the trips—thus sharing their love of the outdoors with other members and the public.
- ▶ Additionally, our publishing division—Mountaineers Books—was also recognized for its mission-based works on outdoor education, recreation and conservation since 1960.

So in August 2010, when we submitted our application—all 130 pages of it—we knew our time would come. And it did. Our application was so thorough that once it reached the final review process with the IRS, full approval was granted in a remarkably short time—early 2011 as a matter of fact.

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OUTCOMES: Members can deduct all but \$10 of their dues, make tax-deductible contributions to The Mountaineers, and have volunteer time as well as financial contributions matched by participating employers.

MOVING FORWARD: Now that we have laid the groundwork we can partner with individual donors, corporations and foundations to further develop youth and family programs, provide increased support for volunteers, grow our volunteer leader base, increase community outreach and expand conservation efforts.





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OUTCOMES: We asked and our volunteers shared their feedback. This dialogue revealed areas of opportunities for the organization to offer increased support to those who dedicate so much time and energy.

MOVING FORWARD: In 2011, staff and board will focus on growing the participation of our volunteer leader base by providing support for existing leaders and creating clearer pathways to volunteer leadership.

“There’s an incredible sense of rejuvenation going on in The Mountaineers. The Mountaineers plays a key role today...as an organization. It’s a connector—a meeting place—for Northwest climbers and other outdoors people.”

Doug Walker, Member since 2010, Chair of The Mountaineers Peak Society

Volunteer-led Education and Outdoor Experiences

Volunteers are the heart of The Mountaineers. They guide the future of our organization and invest considerable time and resources into developing quality programs, outings and facilities for our membership and the public. In fact we have 800 active and trained volunteer leaders who lead over 4,000 participants in outdoor courses and trips each year.

Volunteers operate lodges, steward trails and fire lookouts, contribute to our magazine, manage budgets, lead outings on land, rock and water, and teach an incredible array of skills from snowshoeing and hiking to avalanche rescue and alpine climbing. Along the way, our dedicated activity committees continue to refine best practices for education and safety, and work to broaden our reach beyond the existing membership.

Ask a Mountaineer why he or she volunteers and you’ll most likely hear a common theme:

- ▶ I enjoy sharing my passion for the outdoors with others.
- ▶ I like being part of a “community” of like-minded individuals.
- ▶ I have developed significant friendships and relationships within The Mountaineers.

In 2010 The Mountaineers leadership—both staff and Board of Directors—chose to set “listening to our volunteers” as a high priority. Throughout the year, leadership discovered that while many of the volunteer duties are very satisfying to our members, there’s also a great deal of room for potential enhancement. As an organization, we are committed to focusing on:

- ▶ Supporting current volunteers’ efforts for recruiting additional support in the most effective ways possible.
- ▶ Providing training and marketing assistance and tools.
- ▶ Creating clearer pathways to volunteer leadership.



“While attending an evening presentation at The Mountaineers Program Center recently, I heard a bunch of excited young girls in the building. I walked out and there they were—Girl Scouts who were getting ready for rock climbing on the indoor wall. Volunteers were setting up for instruction...everyone was excited and having fun. Seeing THAT reaffirmed for me that The Mountaineers is really on to something.”

Bill Deters, Member since 1980, Past Board President 2006–2008

Creating the Next Generation of Outdoor Enthusiasts

The Mountaineers remains committed to fostering the next generation of outdoor recreationists. Now, more than ever, getting families and kids outside is critical. With increasing demands for time and attention, The Mountaineers is working to ensure that the next generation continues to connect with the outdoors. We have found that this connection fosters rejuvenation, good health and a caring for the places where we recreate.

► In 2010 The Mountaineers hired a staff person dedicated solely to creating and presenting programs for youth and families with young children. In her first few months, she launched a climbing program for elementary school kids and initiated summer camps.

► The Board of Directors elevated this outreach by establishing a Youth and Families Committee.

► We’ve refocused a portion of our board recruitment to include those who have young children of their own.

► The Mountaineers’ executive director added a new member to the future outdoor leadership ranks with the birth of her son, Lincoln Tyler Grigg, in November 2010.

► Growth of our youth and outreach programs will be a specific focus for The Mountaineers in the coming years.



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OUTCOMES: A staff position dedicated to growing youth and family programs. The launch of our Getting Started Series throughout our seven branches, offering easy, “done-in-a-day” activities for families as well as those just getting started outdoors.

MOVING FORWARD: In 2011 and beyond, The Mountaineers will continue creating defined and focused youth programs with the goal of providing 600 youth experiences in the next year.



“What a couple of years for The Mountaineers! New Executive Director, new headquarters, 501(c)(3) status, a Board that is focused on working together as we address The Mountaineers challenges. Now, as an organization, we must remain focused on 1) becoming more relevant for our existing and prospective members; and 2) strengthening our financial picture. The momentum’s growing!”

John Ohlson, Member since 1999, Member of The Mountaineers Board of Directors



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OUTCOMES: Strong attendance at community events and community partnerships.

MOVING FORWARD: We will continue to grow our network of partners, establish effective community outreach initiatives and broaden our reach in the greater community.

Increasing collaboration and community outreach

While The Mountaineers is very fortunate to have so many dedicated and passionate volunteers—more than 800 of them serving The Mountaineers’ 10,000 members and 2,000 guests throughout our seven branches—we need a more prominent presence throughout the greater Puget Sound community.

In June 2010, The Mountaineers reached out to host U.S. National Park Service Director Jon Jarvis, when he and fellow senior administration officials held listening sessions under President Obama’s America’s Great Outdoors Initiative. While at our Program Center, Jarvis met with several key community leaders to discuss solutions for building a 21st century conservation and recreation agenda aimed at reconnecting Americans with the outdoors.

Also during the summer of 2010, The Mountaineers partnered with the American Alpine Club to host a joint gathering at the Program Center. More than 200 people, many of whom belonged to either or both organizations, came together for an evening of festive music and celebration of the missions of the two organizations.

Our most visible attempt to become more collaborative occurred in September 2010 when The Mountaineers hosted its first OutdoorsFest, now an annual event. Nearly 1,000 participants came for the day and left happy. Vendors and nonprofits lined the streets around our Program Center with displays. Branch committees set up outreach booths, conducted workshops and hosted a family area.



“In Spring 2010, I performed in my second Mountaineers Players production, *The Sound of Music*. What made that show special for me was the community-focused mission of the Players and their commitment to sharing the experience. I was able to perform with my parents and share with them the joy of hiking and acting at the Kitsap Forest Theater.”

Lauren Mikov, Member since 2008, Volunteer Communications Manager for The Mountaineers Kitsap Players

Establishing a Conservation Agenda

In 2010, The Mountaineers tugged on the heartstrings of land preservationists in the climbing community when we linked up with several community partners, including the Access Fund and the Washington Climbers Coalition, to preserve Index’s Lower Town Wall. The Town Wall and surrounding cliffs are known for their exceptional climbing routes (and they provide habitat for nesting raptors).

The Mountaineers climbing community came together to contribute to the campaign that successfully reached its goal in the fall of 2010 by preserving the land as a new acquisition to Forks of the Sky State Park.

Throughout the year, The Mountaineers partnered with many other organizations to protect the Wild Sky Wilderness Area borders in a push to keep them free from illegal motorized use. We also renewed our commitment to continue educating as many Mountaineers members and prospective members on the values of Leave No Trace, low impact recreation skills and ethics.

In the later part of 2010, our dedicated staff drilled down to identify our primary focus areas for an organizational conservation agenda:

- ▶ Environmental Literacy
- ▶ Ongoing Wilderness Protection
- ▶ Responsible Recreational Access
- ▶ Low Impact Recreation
- ▶ Accountable Land Management

A complete explanation of each of the above can be found on The Mountaineers website at www.mountaineers.org/about/priorities.cfm.



LAUREN MIKOV

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OUTCOMES: In 2010, we helped protect 30,000 acres of public land in Washington State, partnered effectively with organizations at both the local and national levels, and established a focused conservation agenda.

MOVING FORWARD: As users of Washington State’s recreation lands, The Mountaineers has an obligation to promote responsible recreation through conservation stewardship, literacy and advocacy. Our commitment for 2011 and beyond includes:

- ▶ Continue to advocate for access and protection of recreation lands
- ▶ Work to increase environmental literacy among our members by promoting Leave No Trace ethics and on-the-ground conservation programs
- ▶ Provide information on conservation issues through our website, blog, magazine and Conservation Currents newsletter (8,000 subscribers today)

"I believe in the power of words and images to inspire and transform lives..."

Helen Cherullo, Publisher, Mountaineers Books



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OUTCOMES: In 2010 Mountaineers Books has:

- ▶ Celebrated a half-century in the non-profit publishing industry
- ▶ Completed the eighth edition of our flagship title, *Mountaineering: The Freedom of the Hills*
- ▶ Released one of our most dynamic books, *Salmon in the Trees*, about Southeast Alaska's ecosystem, among the rarest on Earth

MOVING FORWARD: Born from the hand-scribbled trail maps and wilderness passion of its members, The Mountaineers Books will continue to blaze the trail as a publisher of award-winning titles in outdoor recreation, lifestyle and conservation.

Mountaineers Books: Embracing the Digital World

Hundreds of our titles are now available on leading ebook devices, including the Kindle, iPhone, iPad, Nook, and other platforms.

- ▶ Since its launch in 2010, Mountaineers Books has made nearly 500 e-books available in the Google Book Search program. Last year, over 400,000 web surfers searched our books, viewing over 1.1 million pages.
- ▶ A Washington hiking app, "MHikes" translates our hiking guidebook content to an exciting platform, now available for download on iTunes.
- ▶ We have over 100 titles available for download in PDF format as single products, or in combination with the printed book. Excerpts from our books and select individual hikes are now available for download from our website, www.mountaineersbooks.org.
- ▶ Planning is underway to develop a digital version of our flagship title, *Mountaineering: The Freedom of the Hills* with Mountaineers Books and Mountaineers volunteers.

Mountaineers Books: Sustainable, with the Help of Generous Donors

The challenging and volatile changes in the publishing industry have also had an impact on Mountaineers Books. We are no longer able to sustain our operation through book sales alone. Through the generosity of outside donors and foundations, and our partnership with the Braided River Foundation, we are able to offset costs that allow us to sustain our mission-based work. Now, as a newly minted 501(c)(3) organization, Mountaineers Books and Braided River will work closely with the Mountaineers Program Center to develop support that will allow us to collaboratively realize our ambitious goals for the years ahead.



“I’ve been a Mountaineers member since 1990, which is when I moved to Washington . . . I strongly support The Mountaineers for its work to bring folks outdoors and advocating for the protection of our wild places. And I especially enjoy visiting with their Retired Rovers”

Craig Romano, guidebook author



Mountaineers Books: Expanding our Community

The Mountaineers publishing program spans an array of muscle-powered outdoor activities, from climbing and hiking to cycling and stand-up paddling, as well as mountaineering literature, natural history, outdoor adventure, sustainable living, and conservation. In 2010, Mountaineers Books continued to expand the Mountaineers community by growing effective partnerships and embracing digital technology. Selling books worldwide, Mountaineers Books inspires millions to explore, conserve, learn about and enjoy the outdoors, while broadening our organizational reach at the same time.

Mountaineers Books: Partnerships

- ▶ Mountaineers Books and the conservation-focused Braided River imprint partnered with the Burke Museum on our fourth photography exhibit, “The Owl and the Woodpecker,” featuring images by the award-winning photographer, Paul Bannick. The acclaimed exhibit will tour throughout the United States.
- ▶ A partnership with Washington Trails Association (WTA) integrates Mountaineers Books guidebook content into the organization’s trademark website—a staple for Washington hikers.
- ▶ Mountaineers Books donates 1 percent of the sales from its *Day Hiking* series to WTA in support of our shared commitment to trail maintenance.

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OUTCOMES: Through effective partnerships our books continued to win prestigious awards:

- ▶ Nautilus Award for *Salmon in the Trees*
- ▶ National Outdoor Book Award for one of our Mountaineers Outdoor Expert titles, *Sport Climbing*.
- ▶ “Heart of Green” Award from *National Green* news website, DailyGreen.com, for *Urban Pantry*.

MOVING FORWARD: Leading readers to enjoy and protect the natural world since 1960, Mountaineers Books currently has over 500 titles in print and continues to forge new partnerships in pursuit of its mission. “It’s hard to imagine Northwest bookstores without Mountaineers Books. I hope The Mountaineers is making them 50 years from now,” says Rem Ryals, book buyer at Village Books in Bellingham.





Our climb of Monte Cristo was led by an amazingly dedicated trip leader, Jack LaMont. It tested all we had learned during The Mountaineers Basic Climbing Course: a long and diverse hike to base camp, snow camping amidst beautiful peaks, an alpine start, multiple pitches of rock climbing, and a challenging scramble to the top. The views from the peak were unbelievable! Thank you, Jack. You are missed."

Gavin and Sara Woody, Members since 2008 (Gavin, The Mountaineers President-Elect, will take office in March 2012)

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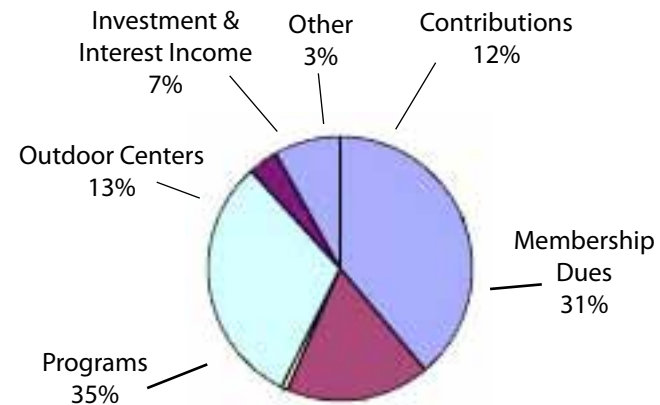
OUTCOMES: Through all of our various funding sources, especially those gifts from private donors supportive of our mission and outreach, we have been able to:

- ▶ Forge new programs and courses
- ▶ Broaden our reach to youth and families
- ▶ Create scholarships for underserved youth
- ▶ Empower 800 trained, volunteer educators to impart skills and stewardship to our outdoor community
- ▶ Bring our instructional vision into practice

MOVING FORWARD: Support funds will widen our reach to those who otherwise find access to outdoor education and environmental stewardship difficult.

Funding Sources*

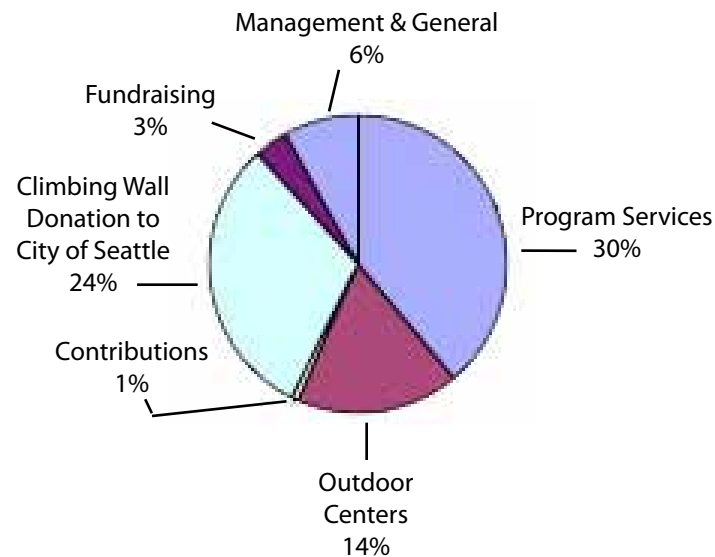
	<u>Amount \$</u>	<u>Percentage</u>
Contributions	\$238,401	12%
Membership dues	\$625,265	31%
Programs	\$699,819	35%
Outdoor Centers	\$256,193	13%
Investment & Interest Income	\$132,911	6%
Other	\$58,227	3%
Total Revenue	<u>\$2,010,816</u>	<u>100%</u>



2009-2010 Funding Sources

Expenses*

Program Services	\$1,163,311	30%
Outdoor Centers	\$528,301	14%
Contributions	\$22,961	1%
Fundraising	\$109,666	3%
Management and General	\$242,962	6%
Operating Expenses	<u>\$2,067,201</u>	
Climbing Wall Donation to City of Seattle	\$924,637	24%
Total Expenses	<u>\$2,991,838</u>	<u>78%</u>



2009-2010 Expenses

*Publishing not included

"As a volunteer leader, my greatest highlight occurs when I see the broad smiles on students' faces as they accomplish new moves or pitches. Watching students' confidence grow as they go out on field trips is, hands down, my greatest reward as a volunteer for The Mountaineers."

Ed Dominguez, Member since 1989, Chair, Seattle Branch Alpine Scramble Committee

Establishing The Mountaineers Development efforts

The year 2010 marked the start of fundraising and development efforts for The Mountaineers as we prepared for the eventual launch of operations as a 501(c)(3) nonprofit organization. We created programs for:

- ▶ **Peak Society** With annual, unrestricted gifts of \$1,000 or more, Peak Society members provide critical, aggregate funding to sustain programs vital to The Mountaineers mission, strengthen our organization and enhance our ability to grow.
- ▶ **Summit Society** Summit Society members have made a lifelong commitment to The Mountaineers by including the organization in their estate plans.
- ▶ **Matching Gifts** Many companies will match their employees' personal support to encourage employees to participate in financial support of nonprofit organizations.
- ▶ **Gifts of Stocks** Gifts of appreciated securities held for more than one year may provide significant benefits to a contributor.
- ▶ **Foundation Relations** Local and regional private foundations that support conservation, youth programs, and special projects related to The Mountaineers mission.
- ▶ **Corporate Partnerships** Business partners like Eddie Bauer, Outdoor Research, Mountain Hardware, and others play an important role in supporting The Mountaineers' key priorities with financial contributions and in-kind gifts.

In 2010 The Mountaineers began pursuing its own philanthropic endeavors which had previously been overseen by The Mountaineers Foundation. While the Foundation has long supported The Mountaineers, two-thirds of the Foundation's general fund donations support grant programs outside of The Mountaineers. In achieving our own 501(c)(3) status, donations can now be made directly to The Mountaineers in their entirety and in support of our highest priorities.



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OUTCOMES: In 2010 we established a variety of giving opportunities for members and friends of The Mountaineers to support our mission.

MOVING FORWARD: Support from membership dues, course fees, Outdoor Centers, and other investments will continue to play a role in providing education, activities, staff for programs and a community gathering place that together inspire responsible enjoyment and protection of natural areas. The complement of private support will ensure our ability to continue to provide and enhance these offerings.

THE MOUNTAINEERS

Our Mission: To enrich the community by helping people explore, conserve, learn about and enjoy the lands and waters of the Pacific Northwest.

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The Mountaineers

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