

The Mountaineers
Minutes of the Monthly Meeting of the Board of Trustees
November 1, 2007

Approved December 6, 2007

Board Members Present

Officers

President, Bill Deters
President-Elect, Eric Linxweiler
Secretary, Don Schaechtel
Treasurer, Jordan Roderick
Vice-President of Rec. Properties, Scott Eby
Vice-President of Publishing, Don Heck

At-Large Trustees

Dale Flynn
Ken Hahn
Ed Henderson
Sabrina Oesterle
Patti Polinsky
Eva Schönleitner
Dave Shema
Mona West

Branch Trustees

Bellingham, Steven Glenn
Everett, Rob Simonsen
Foothills, Gerry Haugen
Kitsap, Jimmy James
Olympia, John Flanagan
Seattle, Tab Wilkins
Tacoma, Tom Shimko

Board Members Absent

None

Others Present

Executive Director, Steve Costie
Controller, Brian Horstman
Publisher, Mountaineers Books, Helen Cherullo
Director of Finance and Operations, Mountaineers Books, Hally Swift

Guests Present

Fran Troje, Steve Sears, Paul Robisch, Gene Yore, Rick Anderson

Call to Order and Approval of Agenda

The meeting was called to order by President Bill Deters at 7:10 pm. Don Schaechtel served as Secretary. A quorum was in attendance.

It was moved by Ed Henderson and seconded to approve the agenda. The motion passed.

Minutes of the Last Meeting

It was moved by Dale Flynn and seconded to approve the minutes of the October 4, 2007 meeting. The motion passed.

Officer and Staff Reports

President

Bill Deters reported that:

- The annual banquet was well attended and featured an excellent presentation by Helen Thayer.
- He and Jordan Roderick attended the Everett Branch meeting to present the strategic plan. Bill noted that the branch has its own strategic planning process that is impressive.
- Board training for new and interested returning members is planned and will be scheduled soon.
- He reappointed the Books Governance Committee, including the addition of one member:
 - Bill Borden
 - Casey Doyle
 - Art Freeman
 - Jeff Hancock
 - Don Heck (Chair)
 - Bill Maxwell
 - Craig Rowley
 - Mona West (new)

Executive Director

Steve Costie reported that:

- The improved website was released last month and has been well-received.
- The annual banquet was a success and made money. Steve will be recruiting a Service Award: Committee in anticipation of next year's annual banquet; no service awards have been given since 2003.
- Helen Thayer is returning on November 15 for a presentation about her walk across the Gobi Desert.
- Banff Film Festival tickets are selling well. Friday night is already sold out.

Steve introduced Rick Anderson, NFCC chair, who discussed Project Brief #3 prepared by Project Manager Gene Yore (attached). Rick reported that it is possible that the club may have to add \$50,000-60,000 toward construction costs. He also noted that there is a long-standing issue between Seattle Parks and Seattle City Light regarding the electric utility vault serving Building 67. The NFCC and Goodman Real Estate will be working with the City of Seattle to resolve this issue (per the Purchase and Sale Agreement any cost associated with upgrading the vault is the responsibility of Goodman Real Estate).

President-Elect

Eric Linxweiler presented a report (attached).

Secretary

Don Schaechtel confirmed the election results (see attached report):

- Dave Shema, Dale Flynn, and Ken Hahn were elected to the open at-large trustee positions for three-year terms.
- The bylaws revisions were approved with 833 yes votes and 69 no votes.

Don asked board members to sign and return a consent form (attached) that will allow electronic communications per the revised bylaws.

Treasurer

Jordan Roderick reported that for the first time in six years the club finished in the black with earnings of \$95,000. The Controller's report is attached.

Vice-President, Publishing

Helen Cherullo thanked Mona West for joining the Books Governance Committee and reviewed financial results for Mountaineers Books (confidential).

Hally Swift discussed Books progress compared to the "Stake in the Ground," which is an at-a-glance evaluation tool that looks at frontlist sales and key backlist sales (especially *Mountaineering: Freedom of the Hills* and the Expert Series). The sales strategy has focused on investment in acquisitions and diversification of sales channels. Books on the 2008 frontlist include *Forget Me Not*, *Outward Bound Leadership*, *The Last Polar Bear*.

Don Heck added that the Books Governance Committee meets quarterly to review Books operations. In addition, a Books Finance Committee (Jeff Hancock, Art Freeman, and Bill Maxwell) meets monthly with Hally to review financial indicators.

Vice-President, Recreational Properties

Scott Eby reported that the branch had a two-dollar operating loss in the last fiscal year and that the mushroom weekend at the Meany Lodge was very successful.

Committee Reports

Board Policy 414: Member Privacy

Jimmy James presented the draft Privacy Policy (attached) for discussion. Board members made the following suggestions for consideration by the committee:

- Clarify privacy issues associated with contact lists collected and used by individuals and committees.
- Add compliance with industry standards for protecting credit card information.
- Address protecting contact information that can be mined by search engines using "web crawlers" (The Go Guide is searchable by web browsers).
- Clarify what non-sensitive information could be listed in a roster (it may not be appropriate to list membership numbers).

Whether or not to share the mailing list was discussed. Steve Costie noted that requests for the mailing list have been infrequent. One suggestion was to allow the mailing list to be shared upon

the approval of the Executive Director or the Board, with an opt-out option for members. Other members agreed with the draft policy's language that the list should not be shared.

Jimmy's committee will continue work on the Privacy Policy and present a revised draft for approval at the December board meeting.

Bylaws/Policy Committee

Don Schaechtel presented a report (attached) that summarized how the bylaws revisions will impact club operation. The report also included a proposed table of contents for a revised Policy Manual. Don asked board members to send comments about the proposal to him prior to the next board meeting.

Finance Committee

Jordan Roderick reviewed five follow-up items from the budget discussion at the September board meeting:

- Fundraising: Steve Costie met with Frank Minton (Planned Giving Services) last week to discuss how the club can work with the Foundation on a planned giving program. Frank has prepared a proposal for Steve's review.
- Public Policy Position: Discussions have been underway regarding funding the public policy position sooner; Bill Deters and Eric Linxweiler are meeting tomorrow with Michael Shurgot and Nancy Neyenhouse to continue these discussions.
- Allocations: Jordan reviewed current allocations, including Seattle Clubhouse rentals and the 7% assessment of course and activity revenues. Finance Committee member Jerry Lockwood is working with Brian Horstman on a cost accounting model that will support analysis of allocations. Jordan recommended that the board wait for them to complete that model before making any decisions. He asked Steve Costie to consider pricing plans that encourage committees to use the meeting rooms at the Magnuson Park facility rather than seeking alternative meeting places that appear to save the club money.
- Long-term plan: Sabrina Oesterle, Brian Horstman, and Jordan have started working on a 3-year plan. The draft plan will model business-as-usual compared to implementation of the complete strategic plan. It will also consider how membership growth, fundraising, and investing in or selling the Snoqualmie Campus will impact club finances.
- Marketing Position: Steve Costie, Mona West, and Jordan have endorsed Steve's CORE concept (see attached description) as a way to meet the goals of the marketing plan. The idea is to provide entry-level "done in a day" activities led by a staff person. This concept would provide ways for new and prospective members to sample the outdoors without requiring volunteer time. Ed Henderson asked if this would impact how public land managers would view the club. Steve Costie noted that this will have to be explored with applicable agencies.

New Business

Budget Adjustments

It was moved by Jordan Roderick and seconded to approve the following adjustments in the fiscal year 2008 budget:

- Recreational Properties: Add \$2,000 of capital for stairway repairs at Stevens Lodge.
- Players: An adjustment that has no impact on net income.

- Foothills: An adjustment that raises net income by \$1,079.
- The motion passed.

Budget Adjustment: Community Oriented Recreation Education (CORE)

It was moved by Mona West and seconded to replace \$10,106 in expenses for a program development person for three months with revenue of \$4,500 and expenses of \$31,817 to implement nine months of the CORE program as described in the attached document.

As noted above, there is a concern that the Forest Service may change the way it views the club if it is paying someone to lead trips. Steve Costie will investigate this with the agencies. Others noted that there are private lands available that would not fall under any Forest Service restrictions, including the Snoqualmie Campus, Meany Lodge, and the Magnuson Park facility. Patti Polinsky noted that a short hiker's first aid course would be a good addition to the CORE programs.

The motion passed.

Program Reports

Conservation Division

Dale Flynn reported that:

- The CEC is in the process of revising their letter-writing process to ensure more professional and cordial relationship between the committee and the staff.
- The CEC passed a resolution urging the Mountaineers to move toward carbon neutrality in all of its activities. Ed Henderson and Jim Adcock, who has joined the CEC, will write an article for the December Mountaineer.
- On January 16 the CEC will host a presentation about development plans at the Stevens Pass Ski Area by Chester Marler from the Stevens Pass Ski area. It will be announced in the December and January issues of the Mountaineer.

Bellingham Branch

The branch elected new officers at their "Branch Rendezvous" in October:

- Chair: Mark Springer
- Vice-Chair: Adam Resnick
- Secretary/Treasurer: Jon Shafer
- Branch Trustee: Steven Glenn

Everett Branch

Rob Simonsen reported that:

- The branch's annual salmon bake is being held this Sunday.
- The annual awards banquet is being held November 10. It will feature a slide show by Brian Booth of his PCT hike from Mexico to Canada.

Foothills Branch

Gerry Haugen reported that the November 14 branch meeting will feature a presentation by Steve Hinman on fitness and Nordic skiing.

Olympia Branch

John Flanagan reported that:

- The branch will host a booth at the Natural Resources Building for an event similar to one held at the Labor and Industries Building last spring.
- A Mt. Rainier trail maintenance outing on Oct 6 was a big success. At this work party branch member Bonnie Betts presented a check to the Park Service to by a come-along for trail maintenance. The money was raised as part of a fossil-fuel-free postcard program initiated by Bonnie that involved 60 branch members who made commitments to reduce gasoline use.

Seattle Branch

Tab Wilkins reported that

- Once a quarter the branch is hosting a new member event that features presentations in addition to the usual information available at monthly new member meetings.
- An outdoor leadership course being offered soon.

Tacoma Branch

Tom Shimko reported that

- Darin Brekke, a current branch board trustee, has agreed to take on the chair-elect position.
- The fiscal year ended with net income of \$12,000. Cash levels ended lower due to the clubhouse bathroom remodel.
- Darin Brekke and Bill Goodman have done some analysis of membership loss. They report a net loss of 415 members in the past 26 months, with 277 new members and 692 dropped members. A committee has been formed to look at what we can do to retain members.
- Branch members will be at the Tacoma REI this Saturday pitching branch snowshoe courses, other courses, and the Banff Film Festival.
- The Banff Film Festival is scheduled for December 4 and 5 (with the 5th promoted to people in the military). The UPS venue is not available this year, so we will need to rent space, very likely making this a break-even event. We want to keep the momentum growing (Olympia mentions it took them 4-5 years to really get going).
- Lowell Skoog is presenting at our 3rd Friday event on November 16.
- The branch is resurrecting the holiday party this year on December 8.
- The branch expresses their disapproval of the 7% “tax” on courses and activities, and would like to see an accounting of allocation of expenses incurred on behalf of all branches.

Mountaineers Foundation

Jamie Gordon reported that the Foundation Board held a retreat last month and worked on strategic planning, especially how to best work with the club.

Good of the Order

Ken Hahn reported that the new family activities group already has two activities scheduled.

Ed Henderson reported that the author of the Snake River Dam article in the November Go Guide will attend the CEC meeting on November 21.

Patti Polinsky noted that there is keen interest in education programs, adding the the Meany Lodge mushroom weekend filled in three days.

Steve Glenn reported that the Bellingham branch's crag climbing and alpine scrambling courses are being promoted at Bellingham REI and WWU outdoor center.

The Everett Branch has started a "Live, Laugh, and Love Foundation" for scholarships to get young people involved in outdoor activities.

It was moved by Ed Henderson and seconded to adjourn. The motion passed. The meeting was adjourned at 10:06 pm.

Attachments:

- Magnuson Project Brief #3
- President-Elect's Report
- 2007 Election Results
- Consent Form
- September Financial Report
- Policy #414: Member Privacy (Draft: October 10, 2007)
- Bylaws/Policy Committee Report
- Community Oriented Recreational Education (CORE) Program



Memo

To: Mountaineers' Board of Trustees,
Officers and Executive Director

From: Eric Linxweiler

cc:

Date: 1 November 2007

Subject: President-Elect Report

General Activities For November

- Working on officer recruitment for 2008-2010.
- Focus on Managing Committee activities.
- Focus on getting SLUC professional services.
- Participated in Seattle Family Activities re-launch

Committee Updates

Snoqualmie Land Use Committee

- Meeting was held on October 22nd.
- Evaluating potential consultant and outside professional resources. We will be issuing an RFP for this, and have already received interest from several qualified firms.

Managing Committee

- October meeting was held on October 25th.
- Draft plan for Branch Safety Officers presented. Finalizing in November.
- Exploring use of electronic meeting options (conference calls and web meetings)
- Next meeting is November 29th. Focus will be on interdivisional sharing of best practices.

Miscellaneous

- Very impressed to see Conservation and Properties divisions at the recent Seattle Family Activities meeting. Clear demonstration of reaching out to broader audiences and demographics.

M E M O R A N D U M

DATE: October 17, 2007
TO: The Mountaineers Board of Trustees
FROM: Don Schaechtel, Secretary
RE: 2007 Election

The results of the 2007 election are as follows.

<i>Number of ballots mailed</i>	10,128
<i>Number of valid ballots received:</i>	962
<i>Number disqualified:</i>	0
<i>Number returned undeliverable:</i>	76

Dale Flynn	<i>Number of votes</i>	658	
Ken Hahn	<i>Number of votes</i>	638	
Dave Shema	<i>Number of votes</i>	692	
Frank Sincock	<i>Number of votes</i>	496	<i>not elected</i>
Bylaws Revision	Yes 833	No 69	<i>approved</i>

Validated as counted on October 17, 2007 at The Mountaineers clubhouse at 300 Third Avenue West, Seattle, Washington by the undersigned.

Signed by	10/17/07
Don Schaechtel, Secretary	Date

The Mountaineers Financial Report						
Period ending	09/30/07					
	Month	Budget Variance	Prior Year Variance	YTD	Budget Variance	Prior Year Variance
HQ & Divisions						
Revenue	94,398	45,972	16,581	1,675,457	8,840	63,646
Net Income	(53,806)	8,539	(13,664)	120,214	102,976	161,174
Capital Expense	0	0	0	32,124	15,000	32,916
Cash Flow	(49,652)	8,539	12,931	150,710	108,156	215,420
Branches						
Revenue	11,998	(2,551)	8,549	453,942	42,275	5,607
Net Income	(26,288)	(6,718)	3,613	70,986	78,776	7,985
Cash Flow	(26,288)	(6,718)	3,613	70,986	78,776	7,985
Books						
Revenue	251,366	(8,244)	78,233	3,669,291	56,814	132,973
Net Income	(62,578)	(39,511)	(21,514)	(99,926)	64,204	17,353
Cash Flow	(60,658)	(36,018)	(21,756)	(87,227)	88,355	19,557
The Mountaineers						
Revenue	357,762	35,177	103,363	5,798,690	107,929	202,226
Net Income	(142,672)	(37,690)	(31,565)	91,274	245,956	186,512
Cash Flow	(136,598)	(34,197)	(5,212)	134,469	275,287	242,962
Building Sale & Construction						
Bldg Sale Income				4,011,967		
Capital Expense	87,815			(223,724)		
Cash Flow	(87,815)			3,959,887		
Membership	(49)	(22)	(21)	(446)	405	459
Month of September 2007						
<u>Positive Variances</u>						
Building Sales		35,984				
Building budgeted to be closed; sales 36K below last year						
Dues		5,293				
Drop rate budget 8.0%; Actual 4.2%						
Couse Fees						
Lodge New England trip;timing		7,612				
Insurance						
Premium Refund		3,215				
Repair & Maintenance						
Timing difference; Lodge repairs done earlier in FY; over budget 7K YTD		10,286				
<u>Negative Variances</u>						
Cost of Goods Sold Bldg.		14,186				
Building budgeted to be closed						
Travel		16,742				
Lodge New England trip;timing						
Other						
Bookstore inventory write down		9,791				
Books which haven't sold in 3 years						

Mountaineers Financial Summary Excluding Books
Twelve Months Ending September 30, 2007

	Rec Resource	Conservation	Rec Prop	Membership	Admin	Building	Bellingham	Everett	Kitsap	Olympia	Seattle	Foothills	Tacoma	Total
Actual YTD														
Revenue	254	10,000	282,847	782,189	87,805	512,324	9,718	42,109	8,868	28,960	251,223	23,142	89,922	2,129,361
Expense	10,297	10,088	220,445	457,387	488,121	368,734	11,005	34,547	4,797	24,541	209,561	21,722	76,783	1,938,028
Net	(10,043)	(88)	62,402	324,802	(400,316)	143,590	(1,287)	7,562	4,071	4,419	41,662	1,420	13,139	191,333
Budget YTD														
Revenue	500	16,200	260,389	772,549	55,500	405,000	8,650	41,190	4,620	28,024	212,020	33,890	83,273	1,921,805
Expense	24,892	38,455	194,832	480,983	488,663	265,075	8,620	49,522	4,357	28,024	215,543	33,015	80,376	1,912,357
Net	(24,392)	(22,255)	65,557	291,566	(433,163)	139,925	30	(8,332)	263	0	(3,523)	875	2,897	9,448
Net Variance	14,349	22,167	(3,155)	33,236	32,847	3,665	(1,317)	15,894	3,808	4,419	45,185	545	10,242	181,885

	Rec Resource	Conservation	Rec Prop	Membership	Admin	Building	Bellingham	Everett	Kitsap	Olympia	Seattle	Foothills	Tacoma	Total
Actual Month														
Revenue	(5)	0	16,306	38,138	3,975	35,984	0	(687)	0	564	3,785	0	8,336	106,396
Expense	184	465	39,249	44,102	39,086	25,119	61	1,700	221	1,448	24,732	1,921	8,203	186,491
Net	(189)	(465)	(22,943)	(5,964)	(35,111)	10,865	(61)	(2,387)	(221)	(884)	(20,947)	(1,921)	133	(80,095)
Budget Month														
Revenue	42	0	6,786	37,973	3,625	0	0	970	385	2,548	966	2,824	6,856	62,975
Expense	2,688	4,592	26,211	36,747	40,079	454	0	2,718	430	2,548	18,974	2,751	6,698	144,890
Net	(2,646)	(4,592)	(19,425)	1,226	(36,454)	(454)	0	(1,748)	(45)	0	(18,008)	73	188	(81,915)
Net Variance	2,457	4,127	(3,518)	(7,190)	1,343	11,319	(61)	(639)	(176)	(884)	(2,939)	(1,994)	(25)	1,820

Cash		131,775	115,339	186,278	471,791	3,860,575	11,764	106,617	11,616	69,448	65,211	946	79,958	5,111,318
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Membership

	Bellingham	Everett	Kitsap	Olympia	Seattle	Foothills	Tacoma	Total
Current	184	881	272	614	6,946	254	1,054	10,205
Last year	184	939	237	628	7,293	196	1,174	10,651
Variance	0	(58)	35	(14)	(347)	58	(120)	(446)
% Change	0.0%	-6.2%	14.8%	-2.2%	-4.8%	29.6%	-10.2%	-4.2%

The Mountaineers
BALANCE SHEET
As of September 30 2007

Assets

Current assets:	
Cash and investments	\$ 371,791
Branch Cash:	
Foothills	946
Kitsap	11,616
Seattle	65,211
Board funds:	
Program Development	186,278
Building	3,860,575
Conservation Education	131,775
Books Reserve	100,000
Lodge Reserve	115,339
Total Reserve	<u>4,393,967</u>
Total cash and investments	<u>4,843,531</u>
Receivables	98,119
Prepaid Expense	115,985
Inventory	55,224
	<u>5,112,859</u>
Property and equipment	1,491,050
Accumulated depreciation	(736,777)
Net property and equipment	<u>754,273</u>
Other Long term Assets	
Total assets	<u><u>\$ 5,867,132</u></u>

Liabilities

Current Liabilities:	
Accounts payable	\$ 182,060
Accrued expenses	42,261
Total current liabilities	<u>224,321</u>
Net assets	5,642,811
Total liabilities and net assets	<u><u>\$ 5,867,132</u></u>

Policy #414: Member Privacy (Draft: October 10, 2007)

Policy Statement

It is the policy of the Mountaineers to protect personal information received from members so it is only used for club purposes with member consent.

Application

1. Personal information, including, but not limited to mailing addresses, e-mail addresses, and phone numbers may not be shared with other organizations.
2. Personal contact and demographic information may be shared with members who are organizing club activities. Members accept this use when they sign up for an activity such as a course, trip, or lodging. Members receiving this information are responsible for using it only for club purposes.
3. Payment information, such as credit card numbers, shall only be used by the staff for processing payments for membership, products, and activities, and shall not be disclosed for any other purpose.
4. Club Staff, Mountaineers Books, and the Mountaineers Foundation may use the club mailing and e-mailing lists for communication with members. Members may "opt out" of receiving these communications.
5. A roster with member contact information and selected non-sensitive information; such as membership number, membership date, and awards received; may be made available to members only. Members may "opt out" of having their contact information in the roster.
6. Mass Mailing or e-mailing lists obtained directly from the roster or club database may not be used for promoting positions on elections, policies, or other club decisions.

Responsibility

The Executive Director is responsible for enacting procedures that protect member privacy as described in this policy. This includes posting a detailed privacy policy on the club website.

Bylaws/Policy Committee Report

November 1, 2007

Bylaws

The bylaws revisions were approved by the membership, with 833 votes for and 69 votes against. The implications are:

- The Books Governance Committee (formerly known as the Books Governance Board), will add at least one trustee (Mona West). Laverne Woods will be asked to clarify if the VP of Publishing is considered a “director.”
- Members may vote electronically in the 2008 club elections. Steve Costie is investigating activation of the elections module in the club database.
- Board members will be asked to sign a consent form for e-mail notification of meetings and for actions by written consent.
- Any petitions to amend the bylaws before the 2008 election will require 5% of the 962 ballots cast in the 2007 election. That is 48 signatures (instead of 20).

Policy Manual

The committee’s attention will now turn to updating the Board Policies. A revised policy manual is recommended to consolidate and simplify the policies into a useful Board Policy Manual. A recommended table of contents is attached that shows an alphabetical listing of proposed policies and their source documents. The intent is to approve new policies and rescind the policies they replace in a series of motions over several months. The committee will work with policy stakeholders to craft the revisions.

With board approval, committee charters would be removed from Board Policies and become simply committee charters. As part of this process we need to determine which committees are “of the board” and “of the membership,” which are “standing” and “ad hoc,” and which are obsolete.

Please direct suggestions and comments to Don Schaechtel at don.safety@att.net.

Policy/Bylaws Committee members are Don Schaechtel (Chair), Scott Eby, John Flanagan, and Steve Glenn.

Report submitted by: Don Schaechtel, October 24, 2007

Proposed Board Policy Manual – Table of Contents

<u>New Section</u>	<u>Includes Content From Old Section(s)</u>
Accident Reporting	424: Accident Reporting
Activities	104: Activities
Board of Trustees	201: Establish Board Policy 202: The Consent Agenda 203: Executive Sessions 418: Policies and Standards Revisions 419: Duties of the Secretary
Carpooling	416: Transportation
Club Standards	401: The Club Standards
Clubwide Activity Standards	430: Clubwide Activity Standards
Committees	301: Committee Summary
Conservation	105: Conservation
Contracts and Encumbrances	422: Contracts and Encumbrances
Copyright for Volunteer-generated materials	427: Copyright for Volunteer-generated materials
Divisions	302: Division Summary
Federations and Associations	417: Federations and Associations
Financial Management	106: Finance 415: Special Reserve Funds 423: Financial Management 426: Investment Guidelines
Fundraising	428: Fundraising
Guests	405: Guest Policy
Headquarters Operations	702: Building Operations
Leader Standards	421: Leadership Guidelines
Library	408: Library Acquisition and Disposal 409: Library Access
Membership	402: Membership
Mountaineers Books	701: The Mountaineers Books
Outdoor Ethics	411: Wilderness Ethics and Backcountry Use
Outings	406: Outings
Participation in Club Activities	403: Member Participation
Privacy	414: Mailing List
Publications	413: <i>The Mountaineer Magazine</i>
Recreational Properties	107: Recreational Properties 412: Mountaineer Properties 425: Hospitality Business
Recreational Resources	108: Recreational Resources
Refund of Course Fees	407: Refund of Course Fees
Unacceptable Behaviors	404: Dealing with Problem Behaviors 429: Anti-Harrassment Policy

Community Oriented Recreation Education Program

Bringing people into the outdoors is the most direct method of showing them the value of membership in The Mountaineers. The CORE program will do this by hiring a staff person to develop and execute a series of one-day entry level programs for the general public. In addition to selling memberships, small course fees will offset a portion of the costs of this program.

One day programs will include easy hikes, easy snowshoe outings, introduction to rock climbing, rock climbing experience for kids, and perhaps other activities. The vast majority of CORE program events will occur on the weekends to accommodate the schedules of the general public. They will occur all year round, including sunny summer weekends, and winter weekends with fresh snow when volunteers typically pursue their own activities. The indoor rock climbing facilities at the Magnuson Park building will be a good alternative for rainy days. One-day programs will occur throughout the region as the opportunity to sign-up members dictates. The programs will include not only the recreational activity, but also an introduction to The Mountaineers including its good works in the community.

The work week for this position is Wednesday to Sunday, since every weekend will involve outings. This person will spend his/her time approximately:

- 40% preparing for, leading, and following up on outings
- 20% selling outings
- 20% curriculum development
- 20% meetings, training, etc.

It is anticipated that the curriculum development would allow the expansion of the program through volunteers and paid staff as opportunity warrants.

	Full Year	9 Months FY 08
Revenue		
15 intro to rock climbing x 8 people x \$15	\$1,800	\$1,350
5 kids rock climbing experiences x 8 people x \$15	\$600	\$450
15 easy hikes x 8 people x \$15	\$1,800	\$1,350
5 easy snow shoe outings x 8 people x \$15	\$600	\$450
10 other intro programs (bikes, kayaks, etc.)	\$1,200	\$900
Total Revenue	\$6,000	\$4,500
Expense		
Personnel	\$40,422	\$30,317
Advertising	\$1,000	\$750
Equipment	\$1,000	\$750
Total Expenses	\$42,422	\$31,817
Membership Sales		
400 participants x 8% close	32	24