



The Mountaineers

Minutes of the monthly meeting of the Board of Trustees February 5, 2009

Board members present:

Officers

President - Eric Linxweiler
President Elect - Tab Wilkins
Secretary - Steve Sears
Treasurer - Mike Dean
VP Properties - Dave Claar
VP Publishing – Don Heck
Past President - Bill Deters

Trustees at Large

Kirk Alm
Rich Draves
Dale Flynn
Ed Henderson
Lynn Hyde
Don Schaechtel
Dave Shema
Mona West

Branch Trustees

Gerry Haugen – Foothills
Jimmy James – Kitsap
Tom Shimko – Tacoma
John Flanagan – Olympia

Board Members Absent

Past President – Bill Deters
Trustee at Large - Eva Schoenleitner
Branch Trustee - Steven Glenn – Bellingham
Branch Trustee - Rob Simonson – Everett
Branch Trustee - Mike Maude – Seattle

Others Present

Executive Director: Steve Costie
Books Publisher: Helen Cherullo
Controller: Brian Horstman
Foundation President: Jamie Gordon

Guests Present: Linda Haugen



The Mountaineers

Call to Order

The meeting was called to order at 7:05 PM by Mountaineers President Eric Linxweiler in Room 108 at the Magnuson headquarters. The President and Secretary were in attendance. A quorum was established.

Approve Agenda

It was moved by Jimmy James and seconded to approve the agenda. The motion passed.

Approve Minutes of December 2008 Meeting

It was moved by Don Heck and seconded to approve the January 2009 Minutes. The motion passed.

Officer/Staff Reports

President Eric Linxweiler reported:

General Activities for January

- Mountaineers Foundation Board training (January 29th)

Committee Updates

Snoqualmie Land Use Committee

- Ongoing work with consultants

Executive Committee

- Met on January 27th
- Next meeting on February 24th

Miscellaneous

- Addressing governance (see *Bylaws Revision Draft* from January meeting).
 - Retreat on March 14th
- Final board meeting for Bill Deters as Past President
- Board self evaluation

President Elect Tab Wilkins reported:

Executive Director Steve Costie reported:

- Much gratitude to Gene Yore for his amazing work on the Magnuson Project
- The Snoqualmie Feasibility study group is ongoing
- Club membership drop rate for January annualized is 3.3% which is improved compared to other recent Januarys
- Building Operations Committee is meeting regularly



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- Public Policy: The Evans school is studying the club, expect a report by June
- Mountaineers Productions are still doing well
- See attached reports

Secretary Steve Sears: no report

Treasurer Mike Dean reported:

- HQ and Divisions
 - Are under budget due to later than anticipated Building move date, High moving expenses and a permanent timing difference in dues and budgeted layoffs not done
- Branches
 - Doing better than budget due to course revenue coming in the 1st part of the FY
- Books
 - Although revenue was lower than budget, payroll costs are down due to a grant received for Books Public Relations work performed on the behalf of Braided River

Vice-President Publishing Don Heck deferred to Helen Cherullo who reported:

- There is an optimistic outlook by staff and leadership
- Books December sales are less than revised budget, as are YTD sales
- Books December net income is greater than budget, as is YTD net income
- Helen expressed the need for effective fund raising, which is critical to our success
- Art Wolfe will host a fundraising event for the Books and Conservation Divisions

Vice-President Recreational Properties Dave Claar reported:

- The Baker and Meany lodges report are down in usage, Stevens average, Snoqualmie Campus is getting used regularly
- Lift Ticket sales are strong.
- The Division grant for a Groomer and Track setter is being funded by the state National Recreation Trails
- The Kitsap caretaker cabin is approved for occupancy which is a great achievement and milestone.

New Business

Strategic Plan status discussion and Trustee participation request

- Discussion ensued regarding the Strategic Plan implementation and Trustee participation



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- It was expected that Trustees would assist in the process with responsibility to complete individual assignments

It was moved by Secretary Sears and seconded to revive the Service Award Committee and Volunteer of the Year award. The committee and award have been inactive for several years and club management and the Executive Committee would like to reinstate it. The Motion passed. Volunteer committee members were asked for: Steve Sears, Tab Wilkins, Dale Flynn and Kirk Alm volunteered.

It was moved by Mike Dean and seconded to appoint Jerry Lockwood and Jeff Anderson to the Investment Advisory Committee contingent upon the committee achieving the requisite 3 Mountaineers members. The motion passed.

Program Reports

Conservation Division reported: Dale Flynn Written report

- At the CEC pot luck dinner for new members on January 21st, four new members attended. One of the new members, Greg Barnhouse, has agreed to work on improving communications for the CEC, both in print and electronically, including postings on conservation for the Club's website and regular messages to the BoT about CEC member activities. At the February CEC meeting the committee will formalize these communication plans.
- Since the January meeting, two other people have contacted Leesa about joining CEC. One is Michael Rossotto, Appellate Department Director for the Northwest Intertribal Court System in Lynnwood; and the other is Professor John Edwards, professor of biology emeritus at the UW, who wrote to Leesa about the CEC after seeing her informative article in the February Mountaineer about expansion plans for North Cascades NP. So at the February CEC meeting there could be as many as eight new members attending.
- Leesa has been meeting with staff of Senator Murray about possible expansion plans and wilderness issues for both Alpine Lakes Wilderness and North Cascades NP. She will report on these issues at a later BoT meeting.
- CEC member Jim Adcock is drafting a written response to Gov. Gregoire's "cap and trade" policies for industries in Washington State. Jim's work is in accordance with a resolution passed by the CEC in October, 2007 urging the Mountaineers to work towards carbon neutrality and to support policies that reduce global warming.
- CEC member Ross Lytle has agreed to represent the conservation division on the Puget Sound Alliance, a group working to restore Puget Sound.

Recreational Resources Division reported:

- Inquiries are continuing regarding the Doseywallips road issue



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- The Division is reviewing National Parks policies on "bicycles" in Parks to develop Mountaineers' position. All current wilderness areas in our WA National Parks are protected. The new laws pertain to study areas and future park acquisitions and The Mountaineers needs to develop a position that protects the resources yet still provides recreational opportunities for our outdoor activities.
- Reviewing Stevens Pass Project Proposal to develop policy that will best fit with the Mountaineers strategic plan, the Recreational Properties plans and our outdoor activities
- The Mountaineers has been invited by Sen. Murray to participate in discussion re: the Alpine Lakes Wilderness Expansion. Representative Reichert has introduced a bill, now the Senate version is being developed. This is the same process that Wild Sky was subjected to, and was successful. With that bill now law; WA congressional delegates are planning the next wilderness acquisition.
- Planning is underway to establish a hiking, biking, non-motorized trail the length of the Green River. This will take land acquisition, land swaps, and trail planning, working with National Parks Rivers and Trails, Washington State Parks and Dept. Natural Resources.
- Leesa is involved with the land use study of Reiter DNR property in Gold Bar, Skykomish.

Bellingham Branch Trustee Steven Glenn: absent

Everett Branch Trustee Rob Simonson: absent

Seattle Branch Trustee Mike Maude: absent

Kitsap Branch Trustee Jimmy James reported:

- Branch is getting ready for the Spring Salmon Safari
- Awaiting the arrival of the caretaker for the Kitsap Cabin property
- Youth theater camp was very successful with 50 kids attending

Foothills Branch Trustee Gerry Haugen reported:

- The winter programs are winding down.
- Foothills branch is offering a hike leaders course in March
- The Beacon Basin at the Snoqualmie Campus has been troublesome in its first year

Olympia Branch Trustee John Flanagan reported:

- The HARK (Help at Risk Kids) program is alive and well providing several recent events including snowshoe and hike outings
- The Olympia branch has been approached by the 4-H organization to consider a partnership
- The Banff Mountain Film Festival was successful with 1349 attendees with the revenue supporting other activities all year
- The free Wilderness skills class had 80 attendees at the first meeting.

Tacoma Branch Trustee Tom Shimko reported



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- Classes are getting under way, great attendance at the snowshoe and ski courses
- Programs coming up for their Third Friday Program Steph ABegg 2/20, Arlene Blum 4/21
- The Irish Cabin road is beat up with landslides, road is under repair Foundation, Jamie Gordon,
 - There will be a Foundation Board meeting next Tuesday, with special guest Ken Hahn outlining the Trailhead program
 - The Jim Lee donation will be directed to the expansion of the Rhododendron Preserve
 - Note the March 26 Foundation fundraising event, there will be a private invitation event before the event to meet the Guest Speaker
 - Have accomplished a direct mail program to solicit from previous donors

Good of the Order

- Jamie Gordon expressed that the obtaining of the residency permit for the Kitsap Cabin is a personal milestone, a very satisfying completion of the project
- Tom Shimko reiterated that we should consider going to bi-monthly Board meetings
- Dale Flynn called attention to Executive Director Costie's handout regarding planned giving and the February 18th presentation.

Adjournment

It was moved by Dave Claar and seconded to adjourn the meeting at 8:57 pm

Attachment List:

1. Strategic Plan Action Matrix
2. Executive Director Report
3. Building 67 Project Management Update Feb 2009
4. Mountaineers Productions 2008 -2009
5. Planned Giving update Feb 2009
6. Public Policy Associate update Feb 2009
7. Board Self Evaluation Form

Strategic Plan - Actions and Responsibilities

| Goal | Strategy | Action Items | Priority | Goal Date | Person Responsible |
|--|--|--|-----------------|------------------|---------------------------|
| Grow the Mountaineers | Make our courses easier to attend and complete. | | B | | |
| | Establish family-oriented activities to bring more children and parents into the club. | Seattle Branch: Reinvigorate family activities committee. | A | done | Courtney Schurman |
| | Develop a conservation agenda that attracts a large membership base . . . | Articulate a conservation agenda. | A | | |
| | | Hire a public policy assistant to drive the combined conservation/rec resource agenda. | B | done | Steve Costie |
| | Develop magazine, web, and publishing channels that bond community to the club and its mission. | Update the club website. | B | done | Steve Costie |
| | | Upgrade <i>The Mountaineer</i> into a magazine format. | B | | Steve Costie |
| | Lower effective membership cost, particularly for families. | Don't raise the cost of dues. | C | na | na |
| Add Value | Open all Mountaineers activities to the public; members receive discounts and priority. | Revise the guest policy. | B | done | Don Schaechtel |
| | Develop programs for children and young adults to introduce them to the outdoors. | Develop a Junior Naturalists Program | C | done | Leesa Wright Ken Hahn |
| | | Next step? | | | |
| | Build an aspect of community into all of our activities and courses. | | B | | |
| | Develop a recreational resources agenda. | Articulate a recreational resources agenda. | A | | |
| | | Mobilize membership support for Wild Sky Wilderness | na | na | na |
| | | Develop a mechanism for mobilizing volunteer work, starting with trail work in Mt. Rainier NP. | B | | |
| | Develop prudent plans to maximize the utilization of recreational properties in support of our mission. | | B | | |
| | Establish Magnuson Park Headquarters as a major hub of outdoor activities in Puget Sound and as an asset in the recruiting of new members. | Plan public evening programs. | A | underway | Steve Costie |
| Recruit new members among park visitors. | | A | | Steve Costie | |

Strategic Plan - Actions and Responsibilities

| Goal | Strategy | Action Items | Priority | Goal Date | Person Responsible |
|---|--|---|-----------------|------------------|-------------------------------------|
| | | Hold a grand opening. | A | 4/30/2009 | Steve Costie (Richard Barringer) |
| | Develop new media with volunteers. | A multi-media Freedom of the Hills. | C | | Helen Cherullo |
| | | Promote web-based trip reports. | C | | |
| | | Conduct annual membership surveys to measure our success in adding value. | B | | |
| Build a Sustainable Operating Environment | Grow revenue. | Increase dues revenue by growing membership. | A | | |
| | | Hire a marketing assistant (CORE concept approved) | B | done | Steve Costie |
| | | Increase fee revenue by opening courses and activities to the public. | B | | same as first Add Value action |
| | | Partner with schools, youth groups, . . . (Post 84 partnership model) | C | | Steve Costie |
| | | Provide Mountaineers content to drive Books revenue. | C | | |
| | | Upgrade the magazine and website to drive revenue through ads, sales, subs. | B | | Steve Costie |
| | Develop a core competence in fundraising. | Contract with Frank Minton for developing a bequest program. | A | done | Steve Costie |
| | | Next step? | | | |
| | Review the club's governance structure to meet the goals of our strategic plans. | Evaluate options for governance and propose bylaws changes if appropriate. | B | 5/1/2009 | Executive Committee |
| | Seek corporate and non-profit leaders for Board seats. | | C | | |
| Empower professional managers with greater operational and decision-making authority. | | A | | Eric Linxweiler | |
| Rely on volunteers first, but hire staff when volunteers cannot meet the needs of the organization. | | B | | | |

Executive Director's Report February 2009 Board of Trustees Meeting

Summary:

Role of Project Manager for the Building 67 renovation effort now falls to executive director

Working with the **Snoqualmie Feasibility Study** group/Mithun—discussion 1/23/09

Drop rate for January blips up to 3.3%—trend still in right direction—'08 was 4% and '07 was 5.72 % (We are 5 people away from 10,000)

Building Operations Committee has made significant strides in developing building use procedures.

Public Policy Associate Report—Leesa Wright
UW's Evans School of Public Affairs chooses Mountaineers for major study
Working on NCNP and ALW expansion projects with Sen. Murray's office
NWEIC in full swing

Planned Giving effort is moving forward—Legacy Society starts

Program Development assess 2009 challenges
Trailhead presentation to Mountaineers Foundation on 2/10/09

Mountaineers Productions 2008-2009—Rich Barringer (see report)

Fred Beckey holds 86th Birthday party in new club facility

Scott Marlow, marketing consultant begins discussion
Trustee Mona West joins team

Review of **2007 Strategic Plan--ongoing**

--Steve Costie, 5 February 2009

Building 67 Project Management Update:—February 2009

The role of project manager had been under the excellent work of staff member **Gene Yore**. His term has expired and the work largely completed—Gene Yore performed his duties with exemplary effort.

Remaining items, as noted below, will be under the direct action of the Executive Director.

ADA—need signage at designated parking stalls; access issues remain

Bike racks—3 Cora brand galvanized racks will be placed around the building

Lobby desk—moveable/location for Mickie Lewark

Blinds for 108 and 119 (the Cascade Room and the Goodman Auditorium)

Room names; signage, interior/exterior

Acoustic issues for the three large spaces: Cascade, Goodman, and staff offices

Fire exit stairs—south plaza

220 volt service to break room

Building 67 DRAFT final numbers:

| | |
|--------------------------|--|
| GRE: | \$2,012,632 |
| Mountaineers Cap: | \$2,739,561 |
| Subtotal: | \$4,752,193 |
| Other Costs: | \$ 138,721 (Mountaineers total = \$2,878,282) |
| PROJECT: | \$4,890,914 |

--Steve Costie

MOUNTAINEERS PRODUCTIONS 2008-2009

| | |
|--|----------------------------------|
| Glen Denny's <i>Yosemite in the 1960's</i> | November 14 th |
| Banff Mountain FilmFest World Tour | December 3,4,&5 |
| Member's Grand Opening | December 13th |
| Colin Angus <i>Beyond the Horizon</i> | January 22nd |
| Pete Athans | TBA |
| Beth Whitman— <i>Wanderlust and Lipstick</i> | February 25th |
| Winter Trails Day | January 10th |
| Radical Reels/ Banff | March 12th |
| Selected Black Diamond athletes—TBA | |
| Jeff Clapp— <i>Bells from Everest</i> ---TBA | |
| Grand Opening— Mayor's Press Conference | April 25th April 25th |
| Owl and the Woodpecker | June 2009 |
| Richard Bangs | TBA |
| John Bowermeister <i>Vietnam River Kayaking</i> | |
| Helen Thayer's latest exploit: 1000 miles down the Amazon | |

--**Rich Barringer** as of 2/5/09

Planned Giving Update—February 2009

Hello- Just wanted to give you an update on the progress the Planned Giving Committee is making. We've been hard at work laying the foundations for this program, and are excited to announce that it's been met with a great deal of enthusiasm – we've identified at least five new gifts, with lots more work on the 'discovery' phase happening in the next two months.

When the Planned Giving Committee convened in November, we established three key priorities:

- 1) **Education:** Promote planned gifts, provide internal and external education to help match donors with appropriate gift vehicles and projects they are *passionate* about
- 2) **Identification:** Discovery of existing planned gifts, identifying prospects, making asks
- 3) **Stewardship:** Building relationships with our donors through thoughtful, consistent stewardship and recognition efforts

Alison O'Carroll and I have been hard at work on building these foundational pieces:

Education:

1) Alison has a series of **educational presentations** scheduled over the next few months meant to educate our key volunteers and prospects about the new Legacy Society.

--*Being A Wise Philanthropist*

--*How to Talk to Prospects About Legacy Gifts*

--*Planned Gifts: An Overview*

2) Judy Halls will be writing an **article announcing the formation of the Legacy Society** to be published in the March *Mountaineer* and on the Foundation website

3) Design of a **Legacy Society logo** for branding our marketing materials has been put in the very capable hands of Rich Barringer

4) Several **ads about the Legacy Society and planned giving** are also being developed for publication in the *Mountaineer*

Identification:

1) **Several folks have made us aware they have included us in their estate plans**- we are still working through the process of obtaining documentation about these gifts and establishing them as Founding Members of the Legacy Society

2) Several **mailings have gone out to our 50 Year+ membership** announcing the formation of the Legacy Society, with a Response Device. Several more are planned in the next couple of months

3) The PG Committee met last night (2/4) to discuss solicitation calls and best practices. Attendees were **asked to identify folks they would be willing to sit down with**, which will be the starting point for our face-to-face solicitations.

Stewardship:

--Founding members of the Legacy Society (those who make us aware of a planned gift before 12/31/2009) will be **recognized on a plaque in the lobby at Building 67**

--We will maintain a listing of all individuals/families in the Legacy Society

--Legacy Society members will be **acknowledged in the Mountaineer and annual reports**

--Legacy Society members will be invited to **attend the President's Reception**

--**Judy Halls**

Public Policy Associate Update—February 2009

The Environmental Issues Course on Climate Change will have its 3rd Session on Monday Feb. 7th., with Dr. Philip Gammon, of University of Washington speaking. He will talk about how models are used for prediction of climate changes.

Yesterday Leesa and other Washington outdoor recreation and conservation groups **met with Senator Patty Murray's district staffers** to brief them on proposed additions in wilderness and national park in the North Cascades.

On Friday she will be meeting with **Murray's staff to discuss additions to the Alpine Lakes Wilderness.**

In general, things are really heating up in area of **proposals for public lands**, the politicians are actively coming to the conservation and recreation groups, and when the politicians come to us on public lands proposals we win. This is what is happening right now. The bad economy may turn out to be good for setting aside more public lands for recreation and conservation and for creating jobs in rural areas near public lands for restoration and roads projects.

In process: **Evans School of Public Affairs** review of effectiveness of Mountaineers public policy opportunities.

--Leesa Wright



The Mountaineers

Board of Trustees

Self Evaluation Assessment

Name: _____

Date: _____

| Factor | Description | Very Good | Good | Average | Fair | Poor | Comments |
|--------|--|-----------|------|---------|------|------|----------|
| 1 | Board has full and common understanding of the roles and responsibilities of a board | | | | | | |
| 2 | Board members understand the organization's mission and its programs | | | | | | |
| 3 | Structural pattern (board, officers, committees, executive and staff) is clear | | | | | | |
| 4 | Board has clear goals and actions resulting from relevant and realistic strategic planning | | | | | | |
| 5 | Board attends to policy-related decisions which effectively guide operational activities of staff | | | | | | |
| 6 | Board receives regular reports on finances/budgets, products/program performance and other important matters | | | | | | |
| 7 | Board helps set fundraising goals and is actively involved in fundraising | | | | | | |
| 8 | Board effectively represents the organization to the community | | | | | | |
| 9 | Board meetings facilitate focus and progress on important organizational matters | | | | | | |
| 10 | Board regularly monitors and evaluates progress toward strategic goals and product/ program performance | | | | | | |
| 11 | Board regularly evaluates and develops the chief executive | | | | | | |
| 12 | Board has approved comprehensive personnel policies which have been reviewed by a qualified professional | | | | | | |
| 13 | Each member of the board feels involved and interested in the board's work | | | | | | |
| 14 | All necessary skills, stakeholders and diversity are represented on the board | | | | | | |

Please list the top 3-5 points on which you believe the board should focus it's attention next year. Please be as specific as possible in identifying each.

| | |
|---|--|
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