



The Mountaineers

Minutes of the Meeting of the Board of Directors

May 2, 2013

Board Members Present

Officers

President – Gavin Woody
President- Elect – Dan Lauren
Secretary – John Ohlson
Treasurer – Steve McClure
VP Publishing – Lisa Berntsen

Directors at Large

Lorna Corrigan
Rich Draves
Lee Fromson
Leah Schulz
Kara Stone
Matt Sullivan
Tom Varga

Gene Yore

Jack Hogin – UW Board Fellow

Branch Directors

Bill Deters – Seattle
Evy Dudey – Everett
Ken Small – Bellingham
Henry Romer – Olympia
Gerry Haugen – Foothills
Jimmy James – Kitsap
Jim Feltus – Tacoma

Board Members Absent

VP Outdoor Centers – Tab Wilkins
Director At Large – Chloe Harford

Executive Director

Martinique Grigg, present

Executive Publisher

Helen Cherullo, present

Director of Finance & Operations

Leann Arend, present

Director of Development and Communications

Mary Hsue, present

Mountaineers Public Lands Manager

Sarah Krueger, not present

Development Associate

Chris Pyper, present

Guests Present

Adam Rohde, Project Mgr, Friction Slabs
Nicole Twaddell, Asst PM, Friction Slabs

Call to Order

The meeting was called to order at 7:04 PM by The Mountaineers President Gavin Woody in the Seattle Program Center. All Officers were present. A quorum (majority of the Board) was present.

Approve Agenda

Evy Dudey moved to amend the Agenda by adding "McAdams Wright Ragen organizational resolution" (contained in Attachment 1); this was seconded and passed.

Approve Minutes of the March 2013, Meeting

It was moved by Jim Feltus and seconded to approve the minutes of the March 9, 2013 meeting of the Board. The motion carried.

Approve Consent Agenda

It was moved by Leah Schulz and seconded to approve the Consent Agenda:

- Nominating Committee Slate for 2013

All of our candidates (Kara Stone, Lee Fromson, Matt Sullivan) are running for a second term and are recommended for a second term by the nominating committee. (Attachment 2)

The Consent Agenda was passed which approved the slate of candidates.

Officer/Staff Reports

President Gavin Woody – Everest 50 was a blowout, thanks to all who made it a success. He introduced Bill Deters who is the new Seattle Branch Director. This will be Jack Hugin's last meeting as UW Board Fellow since he will complete his MBA prior to the next meeting. Gavin introduced Adam Rohde, Project Manager for the Friction Slabs Project, and Nicole Twaddell, Asst Project Mgr.

President-Elect Dan Lauren – Managing Committee has developed a travel reimbursement policy, did some self audits, addressed Forest Service permits to assist Sarah Krueger, and (to be discussed tonight) generated a Volunteer Development Proposal. Trip Survey for all trips has had 38% response.

Executive Director Martinique Grigg – We now have 10,000 members. The Technology Project was kicked off a month ago. Leann Arend will be Interim Executive Director and Eric Linxweiler will be Operations Director while Martinique is on maternity leave.

Secretary John Ohlson - Next meeting will be at Seattle PC on August 1 at 7:00 PM.

Treasurer Steve McClure, Leann Arend - Things are great! We revised Balance Sheet numbers and next year's budget will be presented for approval at August 1 meeting.

Publications, Helen Cherullo and Lisa Berntsen – Discussed successful reissue of the Whittaker and Hornbein Everest books. Freedom 9 will be published September 2017. A forum on the web site has been established to gather info on content and approach.

Mission Moment: Mary Hsue recollected a donor’s experience.

New Business

Friction Slabs – John Ohlson and Gene Yore moved that the Friction Slab Project Committee (jointly of Seattle Climbing and Scrambling Committees) Chaired by Adam Rohde, be granted approval to begin fundraising in the amount of \$148,000, including 20% contingency. Approval for construction will be requested later and will contain the following items: (see Attachment 3 for the complete motion). This was seconded. Adam Rohde and Nicole Twaddell presented “Friction Slab Board Approval Package” (see Attachment 4). The motion carried.

Old Business

- Updates to Anti-Discrimination Policy (de facto tabled)

Executive Session – Gerry Haugen moved and was seconded to go to executive session. This carried. Lorna Corrigan moved to come out of executive session, was seconded and carried.

Good of the Order

Adjournment

The meeting was adjourned at 10:05 PM.

Attachment List

1. The Mountaineers Board of Directors Resolution to establish signatories and authorize McAdams Wright Ragen to act on behalf of The Mountaineers
2. Memo – Report of the Mountaineers Nominating Committee
3. Motion, Friction Slabs Fundraising, John Ohlson and Gene Yore, May 2, 2013.
4. Friction Slab Board Approval Package, Submitted April 25, 2013

Submitted by John E. Ohlson, Secretary, The Mountaineers
Approved by the Board August 1, 2013

The Mountaineers Board of Directors resolution to establish signatories and authorize McAdams Wright Ragen to act on behalf of The Mountaineers

We are establishing a brokerage account with McAdams Wright Ragen for the sole purpose of accepting stock donations. We have been using Charles Schwab; however McAdams Wright Ragen offers no fee no commission accounts for this purpose to non-profit organizations. Additionally they will sell stocks on receipt and wire transfer cash directly to our operating account. Once the account is established we will close the Charles Schwab account.

A Board Resolution (below) authorizing McAdams Wright Ragen and signatories to act on behalf of the organization is required to establish the account.

McAdams Wright Ragen organizational resolution:

Each of the authorized signatories listed in this section is duly authorized by resolution of the board of directors or other governing body of the organization, or under the organization's charter or other organizing document, to act on behalf of the organization in connection with McAdams Wright Ragen Brokerage Services accounts owned by the organization.

Each such signatory is authorized to invest the assets of the organization; obtain information and give instructions for the purchase, sale, exchange, or transfer of securities; engage in margin and option trading on McAdams Wright Ragen Brokerage accounts owned by the organization; and execute any necessary documents in connection with those securities and/or the McAdams Wright Ragen accounts owned by the organization.

The approved individuals will operate in accordance with existing board policy.

Martinique Grigg, Executive Director
Leann Arend, Director of Finance and Operations
Gavin Woody, President Board of Directors
Steve McClure, Treasurer Board of Directors

Motion to approve the McAdams Wright Ragen organization resolutions as stated in the board packet with the addition that approved individuals will operate in accordance with existing board policy.



Kara Stone

Background

- Kara is General Manager of REI flagship store. In that role she has experience managing a multi-million dollar business with hundreds of hourly employees. Kara has also extensive volunteer and youth programming experience as she has served on the boards of YMCAs for over 7 years. Kara has been a member of our Advisory Council since launch.

Mountaineers

- Member since 2012. Charter member of the Advisory Council
- Mountaineers activities: Board member (from 2012)
- Kara chairs our Conservation Advisory Council and has provided welcome leadership in the area of Conservation

Why does the committee feel that Kara is a good, needed and necessary candidate?

Kara is on our board now, and has offered to serve for another term. With her leadership, she will bring her passion for the outdoors and her professional expertise in managing large organizations and volunteer run programs. Her passion for youth is a critical skill for our organization, and she'll continue to be a welcome leader on our Board.

Personal Statement

For all of us that consider time outdoors essential to life and have found assurance and stability in the unpredictable environs of the mountains; there has likely been an influential person or organization that has connected us to the outdoor lifestyle. After a childhood filled with camping in Michigan; for me it was my sister, Krista, who introduced me to the joys of skiing, backpacking, climbing, and biking in the mountains. It was this foundational influence that also fueled my career choice to link millions of co-op members to the outdoors via my role as the REI Flagship General Manager here in Seattle.

For over 100 years; through remarkable volunteer leaders, the very best in outdoor books, and the endless array of classes and programs, The Mountaineers have provided the vital influence for countless adults, children, and families to safely connect with the outdoors and even more importantly, to each other! I am thrilled and extremely honored to be a granted the opportunity to serve The Mountaineers members and the outdoor community on the board of directors. It is serendipitous; as REI and The Mountaineers have a long history of affiliation that dates back almost 75 years. I am proud to be a part that strong history of partnership; as both organizations have been fixated on getting people outside and protecting our wild places for future generations. I am excited to contribute to the continued health of The Mountaineers; as our capacity and potential to deliver on our core purpose is profoundly important to me as an avid outdoor enthusiast as well as an outdoor industry professional.



Lee Fromson

Background

- Lee is a Vice President at REI. He is responsible for REI's Gear and Apparel team which designs, develops and sources equipment and apparel for REI's brand name. He also acted as interim CFO for REI for one year.
- Previously Lee served as President, COO and CFO of Cascade Designs.
- Lee is active in the Outdoor Industry Association, the trade association for businesses in the outdoor recreation marketplace where he has served as Chairman of the Board on their Board of Directors and served on their Executive Committee.
- Lee is also on the Board of the National Forest Foundation since 2005 and is chair of their marketing committee. NFF is a non-profit that supports community based programs that promote the public enjoyment of the U.S. Forest Service land.
- Lee has served on the Board of Advisors for the Appalachian Mountain Club since 2007.
- Lee holds a BS in Business Administration from Miami University and an MBA from University of Idaho.

Mountaineers

- Lee has been a member since 2009 and has served on the Mountaineers Finance Committee since January.
- Lee has provided invaluable perspective as an interested industry professional, business executive, financial professional and trusted advisor.
- His skills in fundraising and management have been instrumental in guiding us over the last several years.

Why does the committee feel that Lee is a good, needed and necessary candidate?

- One of the goals of our strategic plan is to "seek corporate and non-profit leaders for board seats." Although Lee's involvement with the Mountaineers has been relatively recent he is a corporate and non-profit leader who brings the professional skills that are critical to the Mountaineers at this time. His professional management background will help us as we seek to drive our strategic plan. His experience as CFO at REI and controller at Cascade Designs will aid us in regaining sustainable operating finances. His contacts in the non-profit and for profit world will help the Mountaineers build strong partnerships and relationships with community.



Matt Sullivan

Background

- Matt Sullivan is founding member and principal of Matsu Research, a Seattle firm focusing on product and brand life-cycle consulting services.
- Matt is an experienced marketing and consulting executive with such Fortune 100 companies as Microsoft, Kellogg's Company, Procter & Gamble, Guinness, and J. P. Morgan.
- Before forming Matsu Research he garnered industry wide awards including multiple New Product of the Year awards, Harvey Communications awards, and a Clio award for effective, breakthrough advertising. He has extensive experience directing and designing research initiatives, particularly in high tech and consumer packaged goods.
- Matt has an AB in English and American Literature from Harvard University, with additional work in the Professional Publishing Program at Stanford University

Mountaineers:

- Matt has been a member since 1998 and has served on the Mountaineers Board for the past year.
- Matt's firm has provided hundreds of hours of pro-bono services to Mountaineers Publications, where his wife Maggie works. His work led to the redesign guidebooks to be best in class. He led focus groups to help test assumptions and worked with the Books management team, staff, and the Books Governance Cmte to arrive at forward-looking solutions while still honoring the legacy and mission of The Mountaineers.

Why does the committee feel that Matt is a good, needed and necessary candidate?

- Matt has served on our board for the past year, and has already established himself as a thought leader. His perspective on how the Mountaineers can achieve its mission in a way that ties it to both membership and the community has been outstanding. Matt's background in market research and brand marketing is an essential skill for the board. He is currently co-leading a pro-bono task force that is conducting market research on how we can improve member retention.

**FRICTION SLAB
BOARD APPROVAL PACKAGE**

Submitted April 25, 2013

By: The Friction Slab Committee

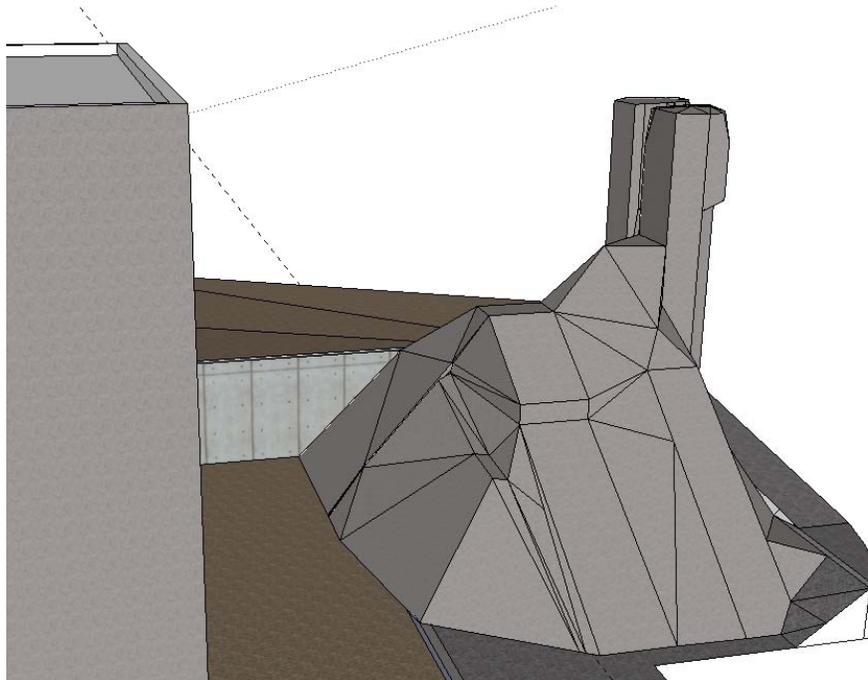
BOARD APPROVAL PACKAGE SUMMARY

- a. Conceptual level design – 5 views of the proposed project scheme
- b. Project Schedule – current estimates have the following durations
 - Design – on-going thru March 2014
 - Fundraising – June 2013 thru May 2014
 - Construction – May 2014 thru Sept 2014
- c. Project Budget - based on conceptual design, current estimate is approximately \$102,000 in direct costs and an additional \$33,000 in indirect/contingency costs. Total project cost is currently estimated at \$135,000 before taxes; total cost is \$148,000 with estimated taxes included.
- d. Friction Test Slabs – Summary of work completed to date and approach to data collection to support on-going design efforts
- e. Insurance Requirement Summary - Including Builders' Risk and Workers' Comp
- f. Parks Coordination & Lease Terms – Summary of current status and moving forward plan
- g. Project Fundraising Summary – Outline of plan and approach
- h. Volunteer Tracking – Summary of approach and status on data collected to date
- i. Outreach Program – Summary outlining plan and approach
- j. On-Going Operation and Maintenance – Summary of proposed and anticipated operational requirements to be assumed by the Mountaineers once project is completed

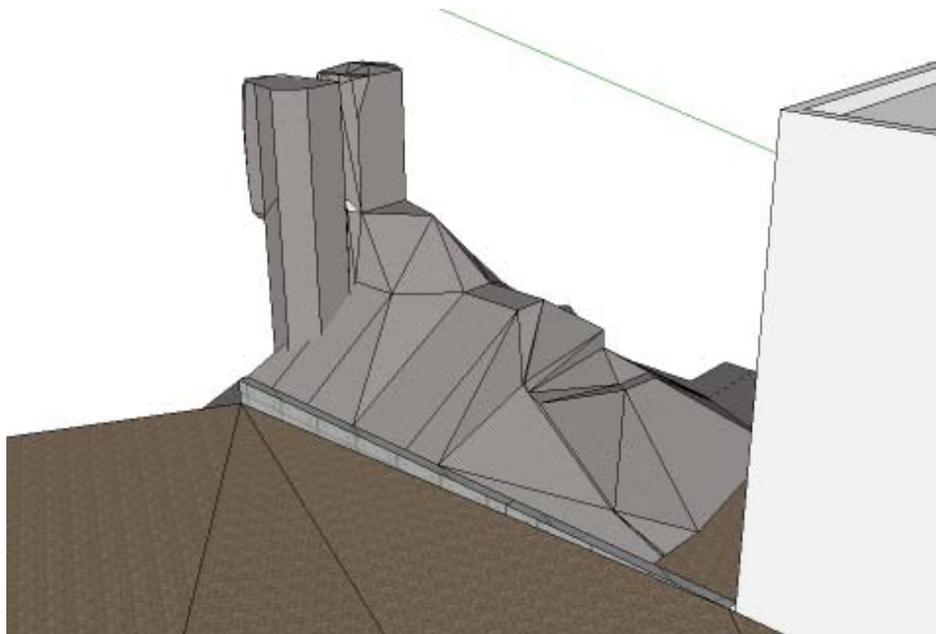
Friction Slab Project

DESIGN

South-East

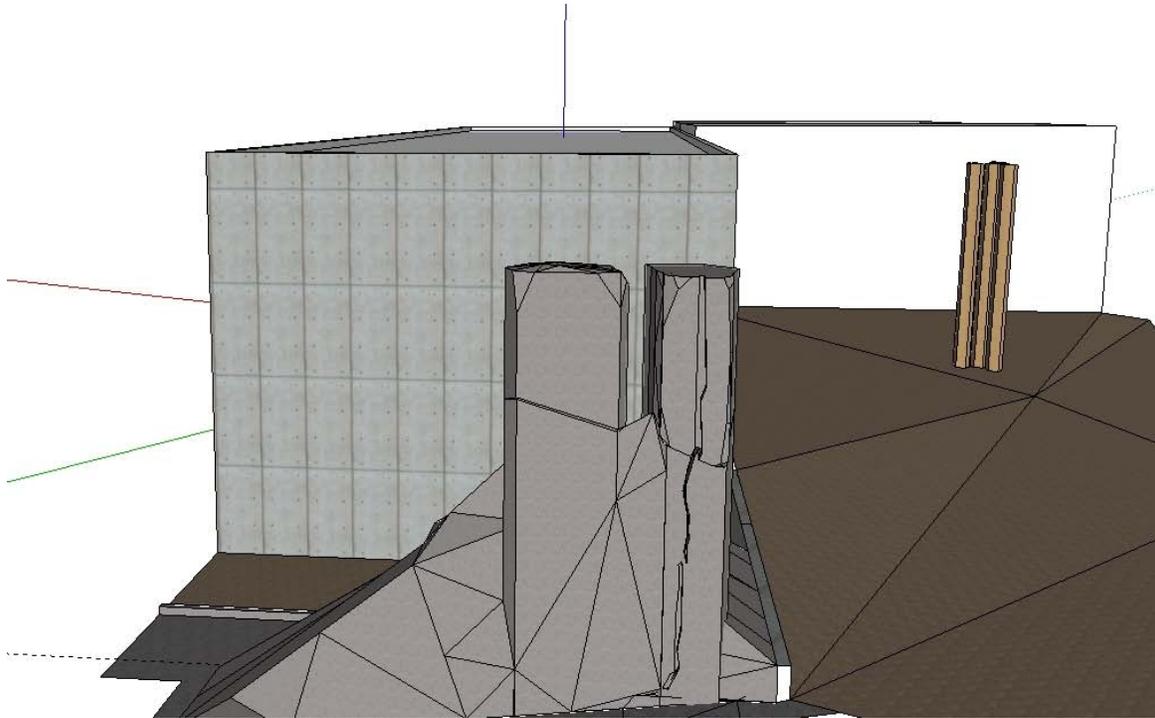


South-West

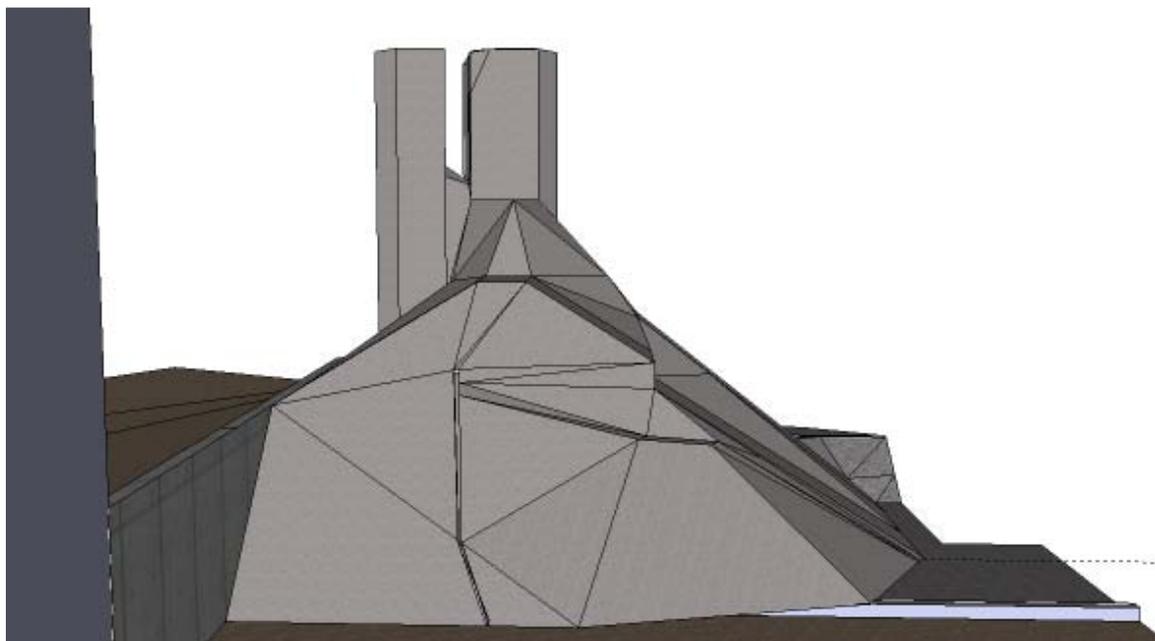


Friction Slab Project

North

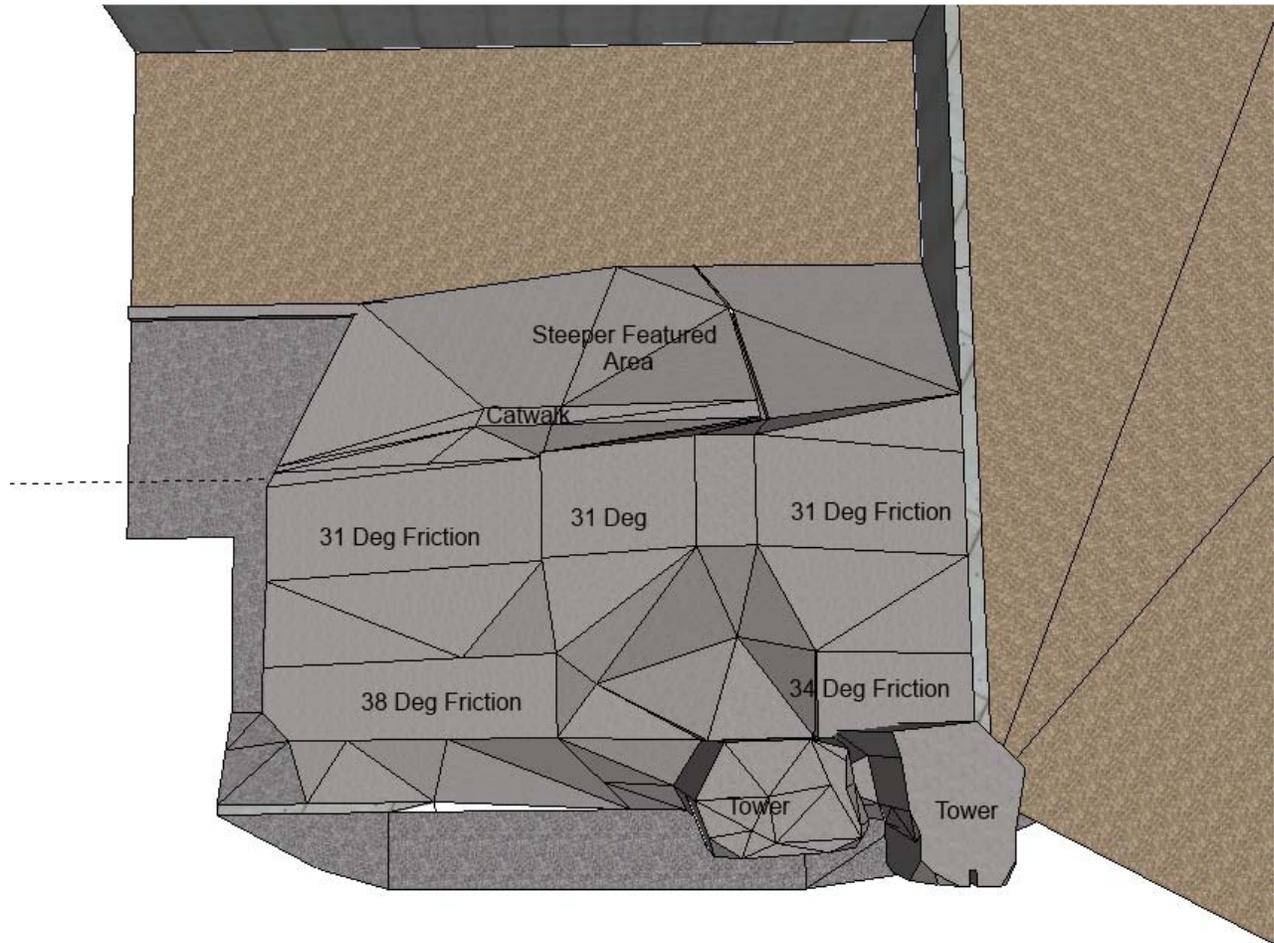


South



Friction Slab Project

Plan View

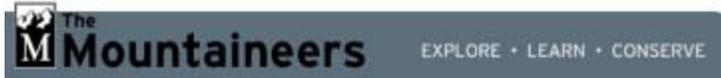


Mountaineers - Friction Slab Project

Design & Construction Schedule

ID	Task Name	Dur	Start	Finish	% Comp	April 2013	May 2013	June 2013	July 2013	August 2013	September 2013	October 2013	November 2013	December 2013	January 2014	February 2014	March 2014	April 2014	May 2014	June 2014	July 2014	August 2014	September 2014	October 2014
0	Friction Slab Project	462 days	Tue 11/27/12	Mon 9/22/14	22%																			9/22
1	Design & Preconstruction	345 days	Tue 11/27/12	Mon 4/7/14	37%																			4/7
2	Design	323 days	Tue 11/27/12	Thu 3/6/14	36%																			3/6
3	Perpare Conceptual Drawings	4 mons	Tue 11/27/12	Tue 4/2/13	100%	4/2																		
4	Develop Design Requirements	4 mons	Mon 7/29/13	Mon 12/2/13	0%																			12/2
5	Prepare Final Construction Documents	3 mons	Tue 12/3/13	Thu 3/6/14	0%																			3/6
6	Test Slab Construcion	81 days	Tue 11/27/12	Fri 3/22/13	100%	3/22																		
7	Finalize Design	2 mons	Tue 11/27/12	Wed 1/30/13	100%																			
8	Build Forms	15 days	Thu 1/31/13	Wed 2/20/13	100%																			
9	Place & Stain Concrete	10 days	Thu 2/21/13	Wed 3/6/13	100%																			
10	Hoist & Set Test Slabs	12 days	Thu 3/7/13	Fri 3/22/13	100%	3/22																		
11	Test Slab Complete	0 days	Fri 3/22/13	Fri 3/22/13	100%	3/22																		
12	Test Slab Evaluation	132 days	Mon 3/25/13	Fri 9/27/13	11%																			9/27
13	Collect Performance Feedback	4 mons	Mon 3/25/13	Fri 7/26/13	16%																			7/26
14	Evaluate Feedback	1 mon	Mon 7/29/13	Tue 8/27/13	0%																			8/27
15	Finalize Finish Selection	1 mon	Wed 8/28/13	Fri 9/27/13	0%																			9/27
16	Budget Development	257 days	Wed 4/3/13	Mon 4/7/14	17%																			4/7
17	Prepare Conceptual Design Budget	21 days	Wed 4/3/13	Wed 5/1/13	35%																			5/1
18	Finalize Construction Budget	1 mon	Fri 3/7/14	Mon 4/7/14	0%																			4/7
19	Approvals & Permitting	23 days	Thu 5/2/13	Tue 6/4/13	0%																			6/4
20	Request Board Approval	1 day	Thu 5/2/13	Thu 5/2/13	0%																			5/2
21	Board Review	1 mon	Fri 5/3/13	Tue 6/4/13	0%																			6/4
22	Receive Board Approval	0 days	Tue 6/4/13	Tue 6/4/13	0%																			6/4
23	Fundrasing	242 days	Wed 6/5/13	Fri 5/16/14	0%																			5/16
24	Prepare/Coordinate Fundraising	2 mons	Wed 6/5/13	Tue 8/6/13	0%																			8/6
25	Fundrasing Start	0 days	Tue 8/6/13	Tue 8/6/13	0%																			8/6
26	Fundraising	9 mons	Wed 8/7/13	Fri 5/16/14	0%																			5/16
27	Fundraising Complete	0 days	Fri 5/16/14	Fri 5/16/14	0%																			5/16
28	Construction	88 days	Fri 5/16/14	Mon 9/22/14	0%																			9/22
29	Construction Start	0 days	Fri 5/16/14	Fri 5/16/14	0%																			5/16
30	Construction	4 mons	Mon 5/19/14	Mon 9/22/14	0%																			9/22
31	Construction Complete	0 days	Mon 9/22/14	Mon 9/22/14	0%																			9/22

Friction Slab Project



PROJECT BUDGET REPORTING

In order to ensure appropriate visibility and financial controls are in place throughout the friction slab project, the committee intends to utilize the following program for project budget/cost tracking and reporting:

Overall Project Budget:

- Set and submit initial baseline budget for the project.
- Individual elements of the project will be assigned to and tracked against a corresponding budget line item.
- Prior to the start of construction, the friction slab project manager will provide quarterly reports on expenditures to date and forecast to complete. Any significant changes in costs to date/forecast to complete relative to prior reports will be addressed in a narrative.
- During construction, the friction slab project manager will provide monthly reports on expenditures to date and forecast to complete. Any significant changes in costs to date/forecast to complete relative to prior reports will be addressed in a narrative.

Subcontracted Scopes of Work:

- For any scopes of work to be performed by subcontractors which has an overall value greater than \$10,000, the friction slab project manager shall obtain no less than two (2) subcontractor bids.

Invoice Approval:

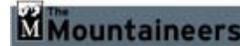
- Friction slab project manager and assistant project manager are authorized to approve invoices associated with this project.
- Approval shall be submitted with associated invoices to Mountaineers accounting department (Marjorie Kittle) in order to release payment.
- The following individuals will be copied on all invoices for reference: Tim Williams, John Jecker, and LeAnn Arend.

Construction Estimate (Conceptual)

PROJECT: Mountaineers - Friction Slab Project

PREPARED BY: Rohde

DATE: 04/15/13



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DESCRIPTION	QNTY	UNIT	SUB	Unit Costs			Total Costs			Total Cost w/ Lab Tax	
				LABOR	MATERIAL	SUB	LABOR	MATERIAL	SUB		
Division 1 - General Conditions											
Office & Misc Supplies	15	mos			50.00		0	750	0	750	
General Printing Costs	15	mos			50.00		0	750	0	750	
Permits & Fees	1	ls			950.00		0	950	0	950	
Small Tools	4	mos			225.00		0	900	0	900	
Safety	4	mos			175.00		0	700	0	700	
Incidental Parking / Travel	15	mos			15.00		0	225	0	225	
Meals/Food/Beverages	15	mos			65.00		0	975	0	975	
Division 2 - Demo and Existing Conditions											
Disposal Fees	2	lds			475.00		0	950	0	950	
TESC	1	ls				1,000.00	0	0	1,000	1,000	
Cap & Abandon Existing Area Drain	1	ea				450.00	0	0	450	450	
Site Survey / Initial Layout	936	sf		0.75	0.25		702	234	0	1,344	
Division 3 - Concrete											
Layout	2	wk		750.00	175.00		1,500	350	0	2,722	
Tools & Equipment	1	ls			1,000.00		0	1,000	0	1,000	
Columns / Towers (Cores)	74	cy					0	0	0	0	
- Form / Strip	1,320	sf		2.00	2.00		2,640	2,640	0	6,814	
- Buy Concrete	74	cy			95.00		0	7,002	0	7,002	
- Place Concrete (Shotcrete)	74	cy				35.00	0	0	2,580	2,580	
Columns / Towers (Finish)	74	cy					0	0	0	0	
- Form / Strip	1,320	sf		2.00	2.00		2,640	2,640	0	6,814	
- Buy Concrete	16	cy			135.00		0	2,200	0	2,200	
- Place Concrete (Shotcrete)	16	cy				35.00	0	0	570	570	
- Finish Concrete	1,320	sf				4.50	0	0	5,940	5,940	
- Stain Concrete	1,320	sf				1.75	0	0	2,310	2,310	
Slabs (Sub Slabs)	2,108	sf					0	0	0	0	
- Form / Strip	2,108	sf		0.50	0.45		1,054	949	0	2,615	
- Buy Concrete	39	cy			95.00		0	3,709	0	3,709	
- Place Concrete (Shotcrete)	39	cy				35.00	0	0	1,366	1,366	
Slabs (Topping Slab)	2,108	sf					0	0	0	0	
- Form / Strip	2,108	sf		0.50	0.45		1,054	949	0	2,615	
- Buy Concrete	26	cy			135.00		0	3,513	0	3,513	
- Place Concrete (Shotcrete)	26	cy				35.00	0	0	911	911	
- Finish Concrete	2,108	sf				4.50	0	0	9,486	9,486	
- Stain Concrete	2,108	sf				1.75	0	0	3,689	3,689	
Perimeter Curbs	62	lf					0	0	0	0	
- Form / Strip	62	sf		4.00	2.00		248	124	0	516	
- Buy Concrete	1.15	cy			95.00		0	109	0	109	
- Place Concrete (Tailgate)	1.15	cy		150.00			172	0	0	272	
- Finish TOC	31	sf		2.42	0.85		75	26	0	145	
Buy Reinforcing	1.40	tons			1,750.00		0	2,447	0	2,447	
Place Reinforcing	1.40	tons				525.00	0	0	734	734	
Eco Pans / Disposal Fees	4	lds			425.00		0	1,700	0	1,700	
Scaffolding / Temporary Construction & Access	1	ls				5,000.00	0	0	5,000	5,000	
Progressive Clean-up	2	mo		322.50	75.00		645	150	0	1,170	
Division 33 - Earthwork											
Misc Excavation	24	tcy				21.00	0	0	510	510	
Subgrade	936	sf				0.85	0	0	796	796	
Site Buildup / Import Fill	413	tcy				25.50	0	0	10,532	10,532	
Fine Grade / Compaction	2,108	sf				0.85	0	0	1,792	1,792	
Gravel / Ballast	26	tons				17.00	0	0	442	442	
Traffic Control	1	mo		806.25	50.00		806	50	0	1,325	
Progressive Clean-Up	1	mo		322.50	75.00		323	75	0	585	
							Subtotals:	11,859	36,067	48,107	102,925
							Labor Tax:	6,892			
							Subtotal Direct:	102,925			
							Contingency @ 20%	20,585			
							Escalation @ 4%	4,117			
							Fundraising Admin Fee @ 5%	5,146			
							General Liability @ 1.00%	1,351			
							B&O Tax @ .686%	926			
							Subtotal Indirect:	32,125			
							GRAND TOTAL:	\$135,050			
							State Sales Tax @ 9.5%	12,830			
							Total with Sales Tax	147,880			
										Total Direct Cost:	102,925

Friction Slab Project

TEST SLABS

Overview:

The purpose of the test slabs is to determine which angles and surfaces will be best suited for teaching varying levels of students on the final friction slab climbing structure. The slabs were funded by the Climbing Committee and built by volunteers. The “rock” surfaces were sculpted and finished by Turnstone Concrete. The following outlines the systematic approach.

Design:

- Four concrete slabs, 4' x 8', with textures ranging from smooth sandstone (no features) to rough granite (many features and cracks).
- As the final structure will be, the test slabs are unique to most synthetic climbing structures. The concrete is sculpted with features and textures to look and feel like actual granite.
- The slabs are set up on a pulley system so the angle can be changed. When the angle is set, cribbing is used to brace the slab so it is safe to climb on.

Approach:

- Set each of the slabs at different angles – typically with the smoother slabs at shallower angles than the rough slabs. Angles will be changed based on feedback from instructors after each class.
- Post a sign above each slab noting the current angle.
- Incorporate the slabs in climbing and scrambling classes. The test slabs are an asset to these classes, as they allow teaching of friction climbing on multiple surfaces in a controlled environment.
- Receive feedback from the students on the effectiveness of each slab. See “Testing” below.

Testing:

- The angle is set before each class/field trip and recorded for that date.
- Students practice friction climbing on each slab under the guidance of their instructor.
- These students rate each slab from 0 to 5 based on difficulty:
 - 0 = Very Easy (5.0)
 - 1 = Easy (5.3)
 - 2 = Medium (5.5)
 - 3 = Hard (5.8)
 - 4 = Very Hard (5.10 or above)
 - 5 = Unsuccessful
- Ratings are recorded on a log hanging next to the slabs. Also recorded by each student are the date, footwear, course, student/grad, and other comments.

Friction Slab Project

Results:

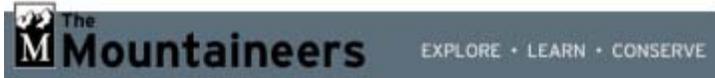
The final results are pending. We now have data from several classes, which comprise over 80 students, using six different angles. We will continue to gather data from students in future classes with the slabs set at new angles.

Summary:

So far, experience with the students showed that the test slabs will do just what we hoped, which is to decide what surfaces and slope angles we want before we build the final structure. Following the first two field trips, two of the slabs were raised by only 2°, which the following students found significantly more challenging. After several rounds of similar testing, the final data is going to allow us to fine tune our final specification and build a dynamic climbing structure perfectly suited to the end user.



Friction Slab Project



INSURANCE

Builders Risk Definition: Protects from events such as vandalism, accidental losses and damages to the property.

- Because the Friction Slab Project will be built on our lease hold (our “property”) we will need a Builders Risk Policy.
- Issued by our (The Mountaineers) insurer: Canfield (administrator if NPIP). Builder’s Risk policy will b requested from broker, Brown and Brown, who will contact NPIP for insurance. If it is not covered under current property plan, Brown and Brown may select another insurance company specific to builder’s risk.
- This would be similar to what was done for the Basalt Columns and for the Tacoma Clubhouse.
- Friction Slab Committee will contact/initiate with our insurance broker a few months prior to project start.

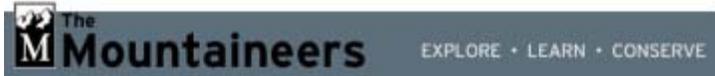
Will need:

- Value of Project
- Construction Period

Workers’ Comp

- Contactor(s) provide coverage for all of their employees
- Any contractor subs provide coverage for all of their employees
- Volunteer Coverage
 - Waivers would be required for all participants and kept at the Magnuson office
 - System to collect volunteer hours
 - N. Twaddell is tracking volunteer hours on a spreadsheet.
 - Submitted to L&I monthly.

Friction Slab Project



Liability

- The plan is that the physical Friction Slab Project when complete will be donated to Seattle Parks and Seattle Parks will carry the liability.
- This is similar to the way the South Plaza Towers and Boulder are covered.
- To be negotiated:
 - How and when the donation will occur.
J Ohlson / G Yore conducting conversations with Parks
Note – The South Plaza is technically not in the Mountaineers lease hold. The North Plaza is. This is part of the conversations.
- Coverage for Professionals

Generally referred to as “Professional Services Liability Release”:

This protects anyone working/volunteering on the project where their contribution of advise/knowledge/skill would be recognized as separate from their professional work and their employers/licenses/credentials would be protected.

This was done for Jeff Brink during the Basalt Columns project and similar releases should be provided for:

- Adam Rhode
- Nicole Twaddell
- Mark Holms
- Jeff Brink

PARKS COORDINATION AND LEASE TERMS

1. Considerable discussion has occurred with Magnuson Park staff. They are enthused about the Friction Slab Project and share our desire to obtain formal approval in a simple fashion.
2. Rick Anderson, our architect for Building 67 renovation says that a building permit is not needed for this project. This also simplifies City approval because approval of the Landmarks Preservation Board is not needed.
3. We have informally proposed an approach wherein the Parks Superintendent (currently Christopher Williams), could approve the project without the need to modify our Lease with the City (which would require City Council approval).
 - a. We argued that the Superintendent could administratively approve our project since we already have in our Lease exclusive use of the North Plaza, even though it is not in our leased premises. (We are granted full use of the common area known as North Plaza, and Parks is not permitted to use or schedule activities therein.)
 - b. Further, since we currently inspect and maintain the South Plaza Climbing Wall as a Lease requirement; and the City would also need this for the Friction Slabs, our willingness to do the same there would be a commitment we would make in our formal request.
4. In response to our proposal, the appropriate City Attorney has suggested that we consider requesting a 5 year permit to build and maintain the project; and then renew it every 5 years. The Superintendent is authorized to approve such a request. The permit would not require any funds in either direction, and would include our performing inspection and maintenance as for the South Plaza Climbing Wall. Liability is discussed in Item 5. Analysis:
 - a. This is a simple approach which could probably gain approval in 3-4 months, possibly less; whereas a Lease Amendment would take 12-15 months.
 - b. The downside is low, but conceivably a new Superintendent could cause a problem by not renewing the permit and demolishing the structure to use the North Plaza for some other purpose. However, our exclusive right of use of the North Plaza in 3.a. above would make this very unlikely.
 - c. If we go with the rolling 5-year permit, we could eliminate the (small) risk in 4.b. by negotiating a Lease Amendment during the first 5-year term which would incorporate the Permit terms into our Lease so that we have approval of the same terms for the life of our Lease up to a total of 50 years (30 year Base, plus two 10 year optional extensions).
5. Liability.
 - a. South Climbing Wall – we donated the wall to the City; it is not located in our Lease Premises. We have liability for our members and guests when we schedule and use it for our programs. The City has liability for all other times.

Friction Slab Project

- b. Basalt Columns – we own the columns because they are located in our Leased Premises (the front yard is included therein, but no other surrounding area is included) and we have liability for all use. The City did not want to accept donation by us because it is in our Premises, and they did not want to take on the liability. Our insurance did not increase when they were built, in part because we took activities previously held in the mountains and now hold them in a safer environment at the PC. Further, crack climbing is not natural to non-climbers, so non-climbers essentially cannot get far enough off the ground to get hurt.
 - c. The Friction Slabs Project is different from both of the above but is similar to South Plaza. It will be built on land which we do not lease which is essentially the same as donating to the City; and we agree to do inspection and maintenance. We will propose that:
 - i. We have liability for all scheduled use by our programs.
 - ii. The City has liability for all other public use. Even if we cannot convince the City to do this, State Law protects owners of climbing areas if they permit use without charge; so we likely would not incur increased insurance cost.
 - iii. Further, risk of serious injury on the slabs is low because a fall would be a sliding or rolling, not a drop. In addition, the towers will be built so that it is very difficult to climb them (cracks and/or overhanging chimney being the routes up), so a typical non-climber would not be able to get very far up and would have only a short drop if they fell.
6. Going forward. Our plan is to formally request a 5-year Permit as discussed above, try to get the City to accept liability, and once we have the Permit, we likely will amend the Lease to memorialize the Permit terms therein for the life of the Lease.
7. John Ohlson has the task of working with the City. His professional work included extensive negotiation for business deals. He previously negotiated two amendments to our Lease.

FUNDRAISING PLAN

The fundraising plan for the Friction Slabs Project will be overseen by the Friends of Magnuson Climbing (or “FoMC”), a volunteer-led committee of The Mountaineers. The FoMC has coordinated several past successful fundraising campaigns for over \$100,000 in capital improvements at The Mountaineers’ Program Center, including a bouldering plaza and basalt columns. Continuing FoMC members include staff (Mary Hsue) and volunteers (Elizabeth Heinz, Matt Swenson, Gene Yore) with extensive fundraising experience. The committee plans to add 1-2 volunteers soon.

This fundraising plan relies upon The Mountaineers’ tradition as a volunteer-based organization. Thousands of potential supporters exist in current and past members of the club’s climbing, scrambling, and related programs. These will be enlisted as follows:

- **Events:** in Fall 2013, the project will be highlighted at the October climbers’ reunion and November scrambling reunion, and donations solicited. This will also occur during Winter and Spring 2014 presentations by visiting speakers. A groundbreaking ceremony, as well as a project completion celebration, will be used to solicit additional gifts if necessary.
- **Direct Mail/Online:** Email and direct mail appeals will follow special events, to thank event donors and solicit attendees who did not give. A project website and Facebook page will deliver regular project updates and invite member/community feedback. Stand-alone fundraising appeals will be sent in Winter 2014 and Spring 2014 to relevant members.
- **Grants:** A Neighborhood Matching Fund grant proposal will be submitted to the City of Seattle on 5/6/13. If funded, it will provide a cash match of both additional cash donations received for the project, and donated volunteer time and in-kind equipment or materials. Additional funds will be sought from a small, select number of grantors whose timelines are compatible with the project’s construction schedule.
- **Major Gifts:** As with prior projects, major donors are expected to contribute at least 50% of donations. 3-5 individuals will be solicited in Fall 2013 for leadership gifts. 7-8 additional prospects will be solicited over Winter and Spring 2014. Non-FoMC members, such as the friction slabs committee, will be vital in identifying, cultivating, and stewarding donors.

Additional fundraising methods, e.g. planned gifts and phone banks, are incorporated into the plan as optional additions if circumstances demand. All fundraising activities will be coordinated with The Mountaineers’ development staff to avoid duplication or impropriety. Donations will be deposited into the FoMC fund at The Mountaineers.

Friction Slab Project

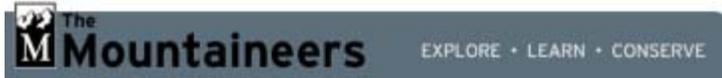


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FoMC volunteers will strive to minimize staff time and resources needed for fundraising. However, a modest commitment is needed to achieve success. Staff have reflected this in their plans. Success will also require - as with prior projects - the enthusiastic participation of relevant volunteers, including the friction slabs committee, Climbing and Alpine Scrambling Committees, and the Board of Trustees. FoMC members will support other volunteers and will respect their many obligations, relative fundraising expertise, and level of interest in this project.

Friction Slab Project



VOLUNTEER HOURS

The Friction Slab project will be completed with the effort of several volunteers. It is important to track the volunteer hours for the purposes of insurance and fundraising.

Tracking:

- Meetings
 - Friction Slab meetings are held monthly. Meetings may be held more frequently if needed as construction nears.
 - Assistant Project Manager (Nicole Twaddell) will document volunteer hours spent by Friction Slab Committee members at meetings.

- Work Parties
 - Work parties are held for the manipulation of the test slabs (raising and lowering to change angles).
 - Work parties will be held as needed for construction activities.
 - Volunteer hours will be tracked by using sign-in sheets.

- Other Volunteer Efforts
 - Volunteers will keep track of their hours spent outside of meetings and work parties.
 - Volunteers will report hours to the Assistant Project Manager (Nicole Twaddell) monthly.

Recording:

- Assistant Project Manager (Nicole Twaddell) will record hours from all sources on a combined Excel time sheet to keep a running total.

Reporting:

- Volunteer hours will be reported to Accounting (Marjorie) monthly.
- Volunteer hours will be reported to the Fundraising Committee as needed.



OUTREACH

- Goals
 - Identify potential users and benefiteres of a Friction Slab feature
 - Contact potential users and benefiteres of a Friction Slab feature
 - Inform
 - Educate
 - Invite to engage

- Process
 - Brainstorm for contacts
 - Mntrs Staff
 - Parks Staff
 - Mary Hsue
 - Seattle Climbing Committee
 - Mntrs Fundraising Committee

 - Identify individuals for following up with contacts from Brainstorming

 - Contacts
 - Members
 - Branches
 - Climbing Community
 - Neighborhood
 - User Groups – Public
 - Schools
 - Social
 - User Groups – Private
 - Open Public Use

 - Contact Engagement
 - Presentations
 - Status reporting

- Volunteer Details
 - Waivers
 - Collecting
 - Compiling

 - Volunteer Hours/contributions

Friction Slab Project



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- Collecting
- Compiling
 - Workers' Comp
 - Company Matching
- Support
 - Recognition
 - Gifts
 - Nourishment
- Safety
 - Daily Start-of-Shift Safety Talk/Walk
 - PPG (Personal Protective Gear)
 - Insurance
 - Via L&I Workers' comp



ON-GOING MAINTENANCE REQUIREMENTS

As an essentially all concrete structure, the on-going maintenance and operation requirements of the friction slab structure should be minimal. With that stated, below is an outline for a maintenance and operation plan once the finished structure is under the care and custody of the Mountaineers:

Weekly Program:

- Cursory inspection walks to survey for obvious damage and cleanliness by staff member to be determined. Correct any noted deficiencies.
- Friction slab committee to work with Mountaineers' staff members to develop weekly walk checklist to ensure consistency in inspections/reporting.

Monthly Program:

- Thorough inspection walks to survey across entire surface/area of the friction slab to identify any damage and/or surface stability concerns by staff member to be determined. Immediately correct any noted deficiencies.
- Light cleaning with hose/water and broom/brush as required.
- Friction slab committee to work with Mountaineers' staff members to develop monthly walk checklist to ensure consistency in inspections/reporting.

Semi-Annual Program:

- Thorough cleaning with pressure washer and soap/light cleaning solution applied via broom/brush across entire surface of friction slab structure.
- Friction slab committee to work with Mountaineers' staff members to develop specific cleaning methodologies to ensure consistent and proper care.

Insurance Program:

- Friction slab committee with work with appropriate Mountaineers staff to determine on-going insurance requirements as applicable specifically to the new friction slab structure to ensure proper liability and risk mitigation is in place once the structure is under the care of the Mountaineers.

Signage Program:

- Friction slab committee with work with appropriate Mountaineers staff to determine appropriate signage requirements to inform users and general public of the rules, regulations, responsibilities and potential hazards associated with use of the friction slab structure.