

ITEM NO.	INVESTMENT ACTION	DESCRIPTION OF INVESTMENT ACTION	LEVELS OF RESOURCES, URGENCY & REACH/IMPACT		
A	LEADERS IN OUTDOOR EDUCATION <i>WE ARE INNOVATIVE LEADERS IN OUTDOOR EDUCATION.</i>		\$	🔥	🎯
A1	 E-LEARNING	<p>Develop e-learning content to complement volunteer-led courses, reduce volunteer workload and improve the quality and consistency of courses. Offer stand-alone e-learning courses to expand our reach and impact.</p> <ul style="list-style-type: none"> Develop leadership training courses to support volunteers Online content to support improved quality and consistency of in-person courses 	\$	🔥🔥🔥🔥	🎯🎯
A2	 ENHANCE PLACES TO TEACH	<p>Expand our capacity to teach outdoor skills at program centers and lodges. Work with partners and land managers to improve access to responsible, efficient, and innovative ways of teaching.</p> <ul style="list-style-type: none"> New teaching features (e.g. high-angle slab and a multi-pitch tower) Crag development to reduce impact on high-use areas 	\$\$\$	🔥🔥	🎯🎯🎯🎯
A3	 LEADERSHIP DEVELOPMENT	<p>Invest in leadership development for volunteers to enhance our community's experience and skills.</p> <ul style="list-style-type: none"> Dedicated staff to support volunteer training and development More and higher-quality training Enhanced feedback reporting for leaders and instructors 	\$\$\$	🔥🔥🔥🔥	🎯🎯🎯
A4	 LEADERSHIP PROGRESSION	<p>Make it simpler and more rewarding to become a volunteer leader to increase volunteerism and capacity.</p> <ul style="list-style-type: none"> Develop new, incremental levels of leadership Assess and improve student to instructor to leader progression Apply successful models across the organization 	\$	🔥🔥🔥🔥	🎯🎯🎯
A5	 NEW PROGRAM CENTERS	<p>Create new program centers to support existing and future needs of our community.</p> <ul style="list-style-type: none"> Evaluate opportunities for branches without program centers Expand in underserved geographies (e.g. South Seattle) Analyze optimal options – build/buy, lease, partner 	\$\$\$\$+	🔥	🎯🎯🎯🎯
A6	 STREAMLINE WEBSITE	<p>Make the website more user-friendly to reduce the administrative burden on volunteers and to create a better experience for members.</p> <ul style="list-style-type: none"> Incremental improvements; NOT a redesign Focus on volunteer and member experience Tools, data and overall usability of site, including mobile 	\$\$	🔥🔥	🎯🎯🎯
A7	 UTILIZE BOOKS CONTENT IN COURSES	<p>Better utilize the depth of expert, instructional content from Mountaineers Books in support of volunteer-led courses to enhance teaching.</p> <ul style="list-style-type: none"> Assess opportunities for Books to better support courses Enhance feedback loop from branches to Books Expand Books content into e-Learning courses 	\$	🔥🔥	🎯🎯
B	ENGAGE FUTURE MOUNTAINEERS <i>WE HELP FUTURE MOUNTAINEERS DEVELOP DEEP CONNECTIONS WITH THE OUTDOORS.</i>				
B1	 CULTURE OF INCLUSION	<p>Become a more inclusive organization by expanding the cultural competency of staff and volunteers to ensure a welcome, inclusive environment for all program participants.</p> <ul style="list-style-type: none"> Conduct inclusion audit Add training topics to e-learning courses and the leadership conference Provide training and resources to staff 	\$	🔥🔥🔥🔥	🎯🎯🎯🎯
B2	 FAMILY GATEWAY PROGRAMS	<p>Create programs for families of all ages, including lower-commitment, "gateway" opportunities.</p> <ul style="list-style-type: none"> Pilot program for one-time family outings (e.g. hikes, climbs, campouts) Optimize progression of participants through various programs Programs such as day-care to better support new parents 	\$	🔥🔥	🎯🎯
B3	 MOUNTAIN WORKSHOP PARTNERSHIPS	<p>Invest in deeper relationships with other youth-serving agencies to best serve our community. Build a gear library and outdoor leader training to remove those barriers for partner organizations.</p> <ul style="list-style-type: none"> Partner with WTA to use their existing outdoor leader training content Acquire gear for lending library and develop storage solution Deepen outreach to youth-serving agencies 	\$\$	🔥🔥🔥🔥	🎯🎯
B4	 RESIDENT CAMPS	<p>Build on the success of our summer day camps by developing week-long, resident camps at one of our properties such as Meany Lodge.</p> <ul style="list-style-type: none"> Assess capital improvement requirements Refine 3-5 year business case 	\$\$\$	🔥🔥	🎯🎯
B5	 YOUTH-FOCUSSED PUBLICATIONS	<p>Publish at least one youth/family-focused book per season. Where relevant, integrate books into youth/family programming.</p> <ul style="list-style-type: none"> Evaluate youth titles in Books acquisition process Feedback loop from youth programs to Books 	\$	🔥	🎯🎯
C	ADVOCATE FOR WILD PLACES <i>WE FIERCELY DEFEND PUBLIC LANDS AND THE OUTDOOR EXPERIENCE WITH A STRONG, UNIFIED VOICE.</i>				
C1	 CONSERVATION ADVOCACY EDUCATION	<p>Build on our strength as outdoor educators to create a powerful, action-oriented network of well-informed advocates for our public lands.</p> <ul style="list-style-type: none"> Work with partners to develop conservation content Online content to educate, empower and engage people in public land advocacy Engage Mountaineers conservation community in issue-specific advocacy campaigns 	\$	🔥🔥🔥🔥	🎯🎯🎯🎯
C2	 CONSERVATION BOOKS	<p>Further expand how we utilize our books to inspire people to become more knowledgeable and engaged in protecting wild places.</p> <ul style="list-style-type: none"> Continued support for Braided River and other Books titles and campaigns Promote Books projects that align and support organization-wide conservation priorities 	\$	🔥🔥	🎯🎯
C3	 CONSERVATION & STEWARDSHIP PARTNERSHIPS	<p>Expand partnerships with strong conservation and stewardship organizations such as Washington Trails Association, Outdoor Alliance, and Access Fund.</p> <ul style="list-style-type: none"> Extend stewardship requirements in courses Communicate opportunities to support partner organization priorities and projects Support campaigns for financial support of local conservation projects (e.g. Vantage toilets, Lake Serene trail) 	\$	🔥🔥🔥🔥	🎯🎯🎯
C4	 SUSTAINABILITY	<p>Develop a long-term strategy to become a more sustainable organization, taking bold steps to reduce our impact on the natural world.</p> <ul style="list-style-type: none"> Assess Mountaineers environmental footprint Develop targets to reduce our impact on the planet (e.g. waste streams and carbon footprint) Solicit support to make sustainability strategies financially viable 	\$	🔥🔥🔥	🎯🎯🎯