

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	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. <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	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. <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	Invest in leadership development for volunteers to enhance our community's experience and skills. <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	Make it simpler and more rewarding to become a volunteer leader to increase volunteerism and capacity. <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	Create new program centers to support existing and future needs of our community. <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	Make the website more user-friendly to reduce the administrative burden on volunteers and to create a better experience for members. <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	Better utilize the depth of expert, instructional content from Mountaineers Books in support of volunteer-led courses to enhance teaching. <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	Become a more inclusive organization by expanding the cultural competency of staff and volunteers to ensure a welcome, inclusive environment for all program participants. <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	Create programs for families of all ages, including lower-commitment, "gateway" opportunities. <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	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. <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	Build on the success of our summer day camps by developing week-long, resident camps at one of our properties such as Meany Lodge. <ul style="list-style-type: none"> Assess capital improvement requirements Refine 3-5 year business case 	\$\$\$	🔥🔥	🎯🎯
B5	 YOUTH-FOCUSSED PUBLICATIONS	Publish at least one youth/family-focused book per season. Where relevant, integrate books into youth/family programming. <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	Build on our strength as outdoor educators to create a powerful, action-oriented network of well-informed advocates for our public lands. <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	Further expand how we utilize our books to inspire people to become more knowledgeable and engaged in protecting wild places. <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	Expand partnerships with strong conservation and stewardship organizations such as Washington Trails Association, Outdoor Alliance, and Access Fund. <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	Develop a long-term strategy to become a more sustainable organization, taking bold steps to reduce our impact on the natural world. <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 	\$	🔥🔥🔥	🎯🎯🎯