





BIG CITY MOUNTAINEERS

2018 ANNUAL REPORT



Staff, Board, & National Council Members

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Andrew LeCuyer	Dish Network	Jason Hanold	Hanold and Associates	Fred Sproat	Minnesota Program Manager
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hristian Weaver	Palenchar & Scott LLP National Congress of American	Scott Schreifer Mitsu Iwasaki	XL Construction Experiential Educator, Nonprofit		
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Research is showing that experiences in nature reduce stress, improve us physiologically, lead to better education outcomes, and build civic mindedness.



LETTER FROM BRYAN - EXECUTIVE DIRECTOR

Our community has heard all the stats before – "people spend 90% of their time indoors"; "the average American boy or girl spends as few as 30 minutes playing outdoors each day, and more than seven hours each day in front of an electronic screen"; "childhood obesity rates have more than doubled the last 20 years"; "pediatric prescriptions for antidepressants are rising precipitously."

To be sure, there are a lot of inputs to a young person's life that affect their physical, mental, and spiritual health. For us, we know that a part of the solution is to create for them a closer connection to the natural world. We have known intuitively for decades that nature and experiences in nature have tangible benefits to human existence. Now, increasingly, research is showing that experiences in nature reduce stress, improve us physiologically, lead to better education outcomes, and build civic mindedness.

Unfortunately, we also know that not every young person has the same opportunity to enjoy the outdoors and is able to take in all the benefits of being connected to nature in an equitable way. For 30 years, this is where BCM has stepped in. Our model removes material and social barriers to participation in outdoor activities. We outfit our students from head to toe to ensure they're warm, dry, and safe. In addition, we provide a community of peers to have these experiences with and we surround them with caring adult mentors to provide support and encouragement.

Are we perfect or alone in doing what we do? Absolutely not. Is there room for improvement? Of course! Is going on a hike a panacea for all the challenges marginalized communities face? No. But our program has been proven effective at positively impacting the mental and physical well-being of our

students every year
– both analytically
and anecdotally – now
totaling over 10,000
students and over



45,0000 nights out under the stars.

Our 30th field season gives us an opportunity to reflect on decades of success. We also remember those who helped us get here and the lessons we learned, sometimes thriving and sometimes surviving, as a nonprofit organization. We also recognize with humility that we need to evolve as an organization in order to more effectively achieve our mission. What got us here won't get us there. We must strive for increased cultural relevance in the communities we serve, and challenge ourselves to have difficult conversations about power, privilege, justice, equity, and inclusion.

As we get ready to embark on another great season changing the life trajectory of youth, I know our work is as important today as it was when Jim Kern led our first trip in 1989, but we won't rest on our laurels. We're going to wake up tomorrow, next month, and next year, knowing that we are very fortunate to do what we do. We know there are so many kids out there that need our support and the unique experiences BCM offers. To be sure, many kids have more reasons today (real and perceived) to be worried and seek healing than ever before. So, in the years ahead, we will remember why we're here and continue to stay trained on being relevant to the communities we're in, support the students we engage, and work hard each day to advance Big City Mountaineers - this organization we all care so much about.

Byanth

Mission, Vision, Values

Mission

Big City Mountaineers instills critical life skills in under-resourced youth through transformative wilderness mentoring experiences.

Vision

A nation transformed by youth connected to and empowered by nature.

Values

Youth – We believe in, and have respect for, youth.

 ${\it Nature}$ – Experiences in nature involve challenge and opportunity for growth. To experience nature is to unlock the potential within oneself.

Community – We are constantly striving for more inclusive and connected communities.

Collaboration – Partnership coaxes fresh perspectives and promotes creative problem solving, enabling us all to succeed.

Accountability – Transparency builds trust. Through a culture of communication, we hold ourselves to the highest standards of safety, stewardship of resources, and program delivery.



Financials

Investments			2018	2017	2016
Investments	ASSETS				
Pregnid Expenses and Other		Cash and Cash Equivalents	466,939	313,540	117,71
Preprint Expenses and Other 4,970 3,170 13		Investments	19,434	9,941	54,44
Property and Equipment, Net 115,894 119,275 218 119,094 119,275 218 119,095 11		Contributions and Grants Receivable	190,444	176,692	87,32
Property and Equipment, Net 115,884 119,275 218 110 103,081 381 110 103,081 381 110 103,081 381 110 103,081 381 110 103,081 381 110 103,081 381 110 103,081 381 110 103,081 383,285 385 110 11		Prepaid Expenses and Other	4,970	3,170	13,58
Property and Equipment, Net 115,894 119,275 219 100 10		Inventory	309,281	267,636	263,15
Total Assets			115.984	·	216,88
			·	<u> </u>	98,14
	Total Access	IIVESTITION ENDOWMENT	· · · · · · · · · · · · · · · · · · ·	<u> </u>	
			\$1,188,056	\$883,Z85	\$851,24
NET ASSETS	LIABILITIES	AND NET ASSETS			
Undesignated 596,807 394,076 237		LIABILITIES	66,404	50,041	21,62
Investment in Property and Equipment 115,984 118,225 216 Temporarily Restricted 320,061 328,953 274 Permanently Restricted 100,000 100,000 100 Total Net Assets \$1,132,652 \$943,254 \$829 Total Liabilities and Net Assets \$1,199,056 \$993,295 \$851, \$500 SUMMARY OF REVENUE AND EXPENSES		NET ASSETS			
Tempararily Restricted 320,061 329,953 274 Permanently Restricted 100,000 100,000 100 Total Net Assets \$1,132,652 \$943,254 \$829 Total Liabilities and Net Assets \$1,199,056 \$993,295 \$851,		<u>Undesignated</u>	596,607	394,076	237,79
Permanently Restricted 100,000 100,000 1		Investment in Property and Equipment	115,984	119,225	216,81
Total Net Assets \$1,132,652 \$843,254 \$829		Temporarily Restricted	320,061	329,953	274,9
Stand Stan		Permanently Restricted	100,000	100,000	100,01
PROGRAM		Total Net Assets	\$1,132,652	\$943,254	\$829,62
PROGRAM Contributions and Grants 956,031 784,695 695 Government Grants 22,142 0 0 Program Income 26,420 25,388 38 In-Kind Support 338,963 397,362 72 Other Income (11,522) 99,932 7 Total Program \$1,332,034 \$1,307,377 \$813, SUMMIT FOR SOMEONE 242,441 286,110 177 In-Kind Support 172,245 177,434 137 Total Summit for Someone \$414,686 \$443,544 \$315 EXPENSES 992,821 1,080,144 587 General and Administrative 79,058 91,928 77 Fundraising Expenses 128,624 132,307 151 Summit for Someone 356,819 332,911 289	Total Liabilitie	s and Net Assets	\$1,199,056	\$993,295	\$851,24
Contributions and Grants 958,031 784,685 685 Government Grants 22,142 0 Program Income 26,420 25,388 38 In-Kind Support 338,963 397,362 72 Other Income (11,522) 98,932 7 Total Program \$1,332,034 \$1,307,377 \$813, SUMMIT FOR SOMEONE Contributions 242,441 266,110 177 In-Kind Support 172,245 177,434 133 Total Summit for Someone \$414,686 \$443,544 \$315 EXPENSES 992,821 1,080,144 587 General and Administrative 78,058 91,928 77 Fundraising Expenses 128,624 132,307 151 Summit for Someone 356,819 332,811 289	SUMMARY O	F REVENUE AND EXPENSES			
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Other Income (11,522) 99,932 7 Total Program \$1,332,034 \$1,307,377 \$813, SUMMIT FOR SOMEONE Contributions 242,441 266,110 177, In-Kind Support 172,245 177,434 137 Total Summit for Someone \$414,686 \$443,544 \$315 EXPENSES 992,821 1,080,144 587 General and Administrative 79,058 91,928 77 Fundraising Expenses 128,624 132,307 151 Summit for Someone 356,819 332,911 289		Contributions and Grants			695,72
Total Program \$1,332,034 \$1,307,377 \$813, SUMMIT FOR SOMEONE Contributions 242,441 266,110 177, In- Kind Support 172,245 177,434 133 Total Summit for Someone \$414,686 \$443,544 \$315 EXPENSES 992,821 1,080,144 587 General and Administrative 78,058 91,928 77 Fundraising Expenses 128,624 132,307 151 Summit for Someone 356,819 332,911 289		Contributions and Grants Government Grants	22,142	0	
SUMMIT FOR SOMEONE Contributions 242,441 266,110 177 In-Kind Support 172,245 177,434 137 Total Summit for Someone \$414,686 \$443,544 \$315 EXPENSES Program Services 992,821 1,080,144 587 General and Administrative 78,058 91,928 77 Fundraising Expenses 128,624 132,307 151 Summit for Someone 356,819 332,911 289		Contributions and Grants Government Grants Program Income	22,142 26,420	0 25,388	38,38 72,08
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In-Kind Support 172,245 177,434 137 Total Summit for Someone \$414,686 \$443,544 \$315 EXPENSES Program Services 992,821 1,080,144 587 General and Administrative 79,058 91,928 77 Fundraising Expenses 128,624 132,307 151 Summit for Someone 356,819 332,911 289		Contributions and Grants Government Grants Program Income In-Kind Support Other Income	22,142 26,420 338,863 (11,522)	0 25,388 397,362 99,932	38,38 72,08 7,45
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		Contributions and Grants Government Grants Program Income In-Kind Support Other Income Total Program SUMMIT FOR SOMEONE Contributions In-Kind Support Total Summit for Someone EXPENSES Program Services General and Administrative	22,142 26,420 338,863 (11,522) \$1,332,034 242,441 172,245 \$414,686	0 25,388 397,362 99,932 \$1,307,377 266,110 177,434 \$443,544	38,31 72,01 7,44 \$813,65 177,9 137,2 \$315,14
Total Expenses \$1,557,322 \$1,637,290 \$1,106		Contributions and Grants Government Grants Program Income In-Kind Support Other Income Total Program SUMMIT FOR SOMEONE Contributions In-Kind Support Total Summit for Someone EXPENSES Program Services General and Administrative	22,142 26,420 338,863 (11,522) \$1,332,034 242,441 172,245 \$414,686	0 25,388 397,362 99,932 \$1,307,377 266,110 177,434 \$443,544 1,080,144 91,928	38,38 72,01 7,44 \$813,63 177,9 137,2 \$315,19
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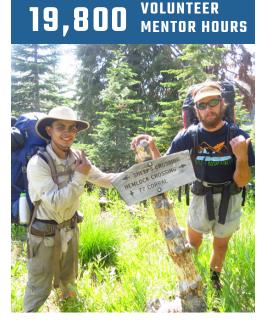
2018 Organizational Successes

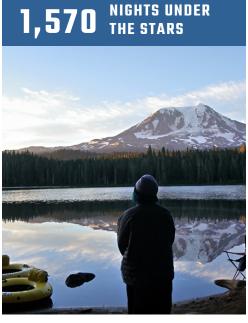
Our goals each year move us to develop more impactful programming, increase our relevance, and to sustainably grow our organization. We strive for a stronger presence in the cities where we operate and to be an instrumental servant leader to our partners. To these ends, BCM is proudest of the following accomplishments.

GREAT PROGRAMS











STRONG PARTNERSHIPS

LASTING SUPPORT

YOUTH AGENCY PARTNERS



BCM is rated GOLD for fiscal transparency and financial stewardship by **GuideStar**





YEAR OVER YEAR 21% PROGRAM GROWTH

150+ CLIMBERS RAISED \$260,000+

PARTICIPATION IN 3 NATIONAL COALITIONS



92% "IN PRACTICE" RATING BY THE NATIONAL QUALITY MENTORING SYSTEM



MENTOR

27% Increase in Cash **Donations** Overall

\$511,000+ In-Kind Product and **Professional Services Secured**







Our trips provide youth with an opportunity to grow, to heal, and to experience a sense of place. Vital to these experiences is the role our volunteer mentors, trip instructors, and staff play in ensuring each trip or camp is safe (physically and emotionally), impactful, and fun. These caring adults and committed professionals put in thousands of hours every year to prepare themselves and execute each trip in the field. They are the heartbeat of Big City Mountaineers.

23 Professional Trip Instructors Worked 5,300 Hours 106 Volunteers
Mentors Recruited
Contributing 14,024
Hours Valued at
\$356,630



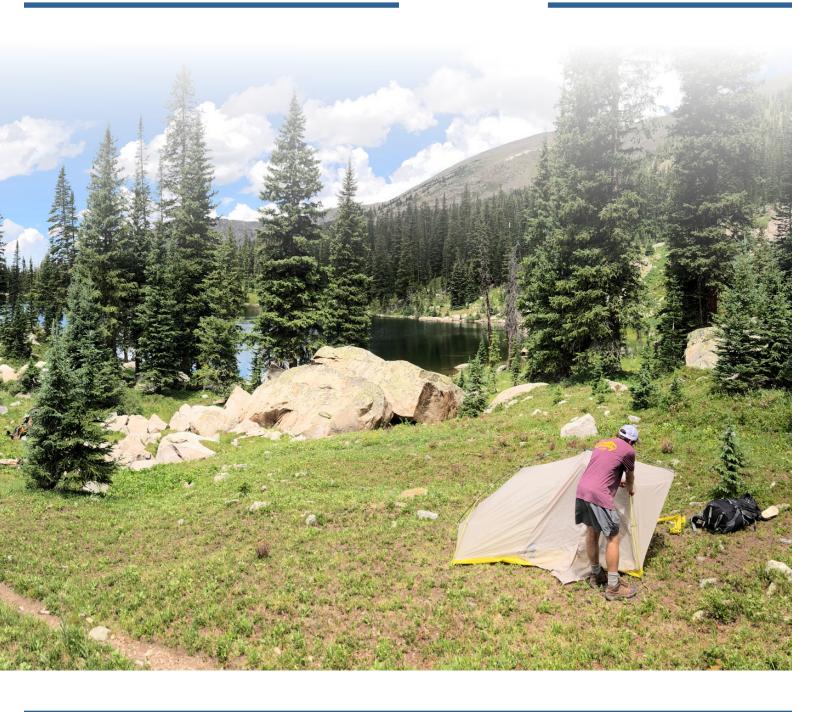


Partnerships

BCM partners with community-based youth development agencies, recreation centers, and schools to identify youth that would benefit most from a BCM experience. This way, the program reaches kids that would not otherwise connect with or have access to camps and outdoor activities. Moreover, the collaborative relationships help us create curriculum, prepare students for the experience, and ensure learning is transferred after the trip is over.



100 Youth Agency Leaders Participated on BCM Expeditions, Camps, and Single-day Activities 120 Site Visits, Collaboration Session, Family Nights, or Reunions Conducted



Places

BCM's backpacking trips, paddling expeditions, and camps are grounded in time-tested outdoor experiential education theory and practice. Beyond the lessons in outdoor skills, natural history, communication, teamwork, and leadership that are part of any wilderness expedition, there is an underlying process through which the experience is rendered meaningful in the lives of the participants.

PERMITTED OUTFITTER OF THE US FOREST SERVICE IN 12 WILDERNESS AREAS



Boundary Waters Wilderness Canoe Area (MN)

Flat Tops Wilderness Area (CO)

Raggeds Wilderness Area (CO)

Holy Cross Wilderness Area (CO)

The Medicine Bow Mountains (CO)

Mount Monadnock (NH)

Glacier Peak Wilderness (WA)

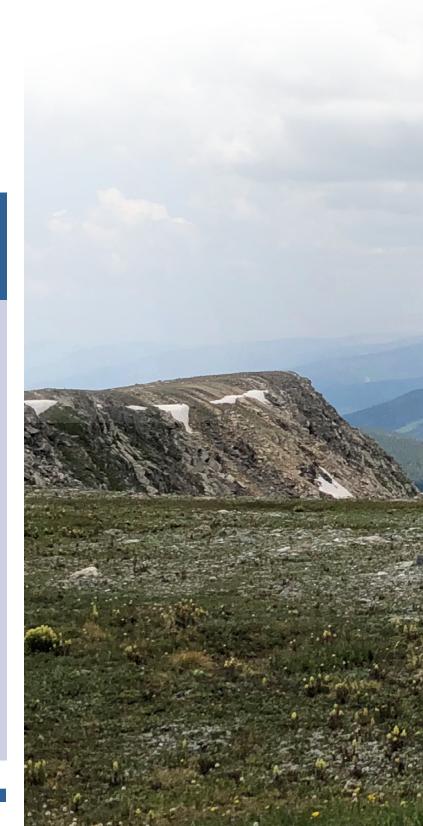
Bull of the Woods Wilderness (WA)

Mt Adams Wilderness (WA)

Mt Hood Wilderness (OR)

Emigrant Wilderness (CA)

Ansel Adams Wilderness (CA)





BCM Early Days

by Jim Kern

In the spring of 1989, I wanted to take my son, Drew backpacking in the west. At the time, Continental Airlines was offering a deal—buy one adult ticket to a western city and receive a child's ticket for \$1! I thought it would be great to have Drew bring a friend along, so I convinced my colleague Gerry to buy into the deal with me. We were heading to Missoula, Montana, for an adventure in the Northern Rockies and we had two \$1 tickets for the kids.

This is when fate intervened. Many of Drew's friends either weren't interested or couldn't make it. Not wanting to let a perfectly good plane ticket go to waste, I phoned an organization I had volunteered for in the past—

Teenage Shelter Care in downtown Miami. I asked the director if she knew of a deserving boy there who would love such a trip and who could get his parent's approval. In a few days, she called me back to say she had the perfect candidate—a 14-year-old named Raymond.

Gerry, Drew, and I pieced Raymond's gear together and in a few short weeks our departure date had arrived. We were flying to Montana for a week of hiking and camping. We had a fantastic time at Glacier National Park and exploring the Bitterroot Mountains over the course of the week. We visited alpine lakes, saw wildlife, took pictures on the Continental Divide, and explored mountain towns. Everyone agreed that it was an unforgettable adventure.



This is when fate intervened.

No sooner was I back in Miami, then the idea for Big City Mountaineers began to take shape. I envisioned a series of summer trips for

five (or so) deserving youth, an equal number of adults who would serve as volunteers. I refined it as follows: a day of travel out, an orientation day, two days to a mountain lake, life lessons and hanging out at the lake, two days hiking back, and a day to return home—an eight-day trip.

The next summer, I couldn't find any appropriate groups that would take me up on my offer. Luckily, my son Jim connected with a chapter of Youth for Christ. We tested the program successfully with a five-day hike in the Anaconda Pintler Wilderness. It was 1990. We were on our way.

The following year, we ran three trips.
The next year, five. The year after, seven.
The program was building but our success was threatening to financially sink the few of us volunteering to put these plans into action. We desperately needed funds to keep up with demand. We needed to professionalize with a paid executive director—someone who could set budgets, organize the volunteer leaders, and coordinate with the youth agencies.

That's when JanSport expressed an interest in helping. I visited Appleton, Wisconsin, to speak with Skip Yowell (JanSport's Founder), President Paul Delorey, and other executives about the program. When the meeting concluded, they asked me how much I needed. I told them we need \$75,000 to get the organization off the ground. They suggested \$100,000. The rest is history. BCM now has a budget of over \$1 million and has served over 10,000 students through their trips and camps. I am so proud of what it has become.







Our Strategic Direction

BCM has seen exciting times of transition and growth over the past three years. We are heartened by the overall direction of Big City Mountaineers. We are growing stronger as a nonprofit organization.

We have earned GuideStar Gold Status for our commitment to organizational transparency and financial stewardship. In addition, we achieved accreditation from the National Mentoring Partnership for adherence to the Elements of Effective Practice for Mentoring.

The elements are research-informed standards for creating and sustaining quality youth mentoring programs.

We have achieved many important successes and milestones in recent years. We surpassed 10,000 students engaged. BCM participants have spent over 45,000 nights under the stars. We have expanded our program offerings to include more overnight camps and single-day activities. We are piloting leadershipdevelopment programs for students. We have improved our strategic communications and have built a fantastic website that tells our story. Importantly, we have established many valuable operational systems and we have grown our board and national council.

Lastly, we are in awe of the contributions from our volunteers, SFS participants, donors, corporate sponsors, and foundation supporters. Without them, we would not be able to provide the transformative outdoor experiences we all know are so important for our students' long-term health and well-being.

Advance Physical and JEDI Emotional Safety Increase Organizational Capacity **Increased** Consistency, Youth and Structure Transformation. **Great Work** of Programs **Environment** Understand Define and **Our Students** Demonstrate Effective. **Our Impact** Sustainable **Partnerships** Relevance

In turn, we continue to run excellent programs for our students in Denver, San Francisco, Portland, Boston, Minneapolis, Miami, and Seattle. This field season marks Big City Mountaineers' 30th anniversary. And it's our biggest season yet! We will run 40 expeditions, 20 overnight camps, and dozens of single-day hikes and educational workshops. All told, we will work with over 1,000 youth. Each field season confirms for us that the work we do is impactful, valuable, and worthy of continued investment.

Yet we know we have much more work to do under increasingly challenging circumstances. Fewer youth are connecting meaningfully to the outdoors,

unfair and systemic barriers to
participation still exist, and
other "hot button" issues
of the day pull peoples'
time and attention away
from our mission. In a
resource—thin and competitive environment,
relevance is key. We
must constantly strive
for increased relevance in
our work with students, in
our partnerships with youth
agencies, and in our impact
within communities.

With this in mind, we present this two-year strategic plan to build on our successes and align our work around our mission, vision, and values. Specifically, we have identified three overarching strategic goals that will guide our work based on Quality, Culture, and Relevance. We believe these strategic goals, and the initiatives that flow from them, will make Big City Mountaineers an essential service provider and partner for our youth agencies. Moreover, the plan will establish BCM more concretely in the cities where we operate. Finally, we believe it will authentically connect us to community leaders, businesses, policy-makers, and the public at-large for the work we do and the impact we have.

Our Strategic Goals:

- 1. Quality Provide youth with impactful outdoor experiences that intentionally teach, reveal, or enhance critical life skills.
- 2. Culture Build an organizational culture that fosters trust and togetherness; and embraces JEDI (Justice, Equity, Diversity, and Inclusion) in all aspects of our work.
- 3. Relevance Build stronger relationships with our partners and the communities that we serve.

Quality

We will be successful if we can:

- Improve preparation before and transference after, our expeditions with our youth agency partners.
- Improve the delivery and effectiveness of our curriculum in the field.
- Deepen our engagement with students throughout the year and support their personal and professional development.
- Improve our ability to prevent and respond to mental health crises.
- Improve our ability to manage risk and ensure the safety of all our participants.

Culture

We will be successful if we can:

- Improve our cultural competence and cultural humility in all aspects of our work.
- Increase our understanding of justice, equity, diversity, and inclusion.
- Increase our organizational capacity.
- Ensure the adoption of best practices in governance, including maximizing the effectiveness of our board committees and advisory council.
- Offer more professional development opportunities for staff.
- Establish more systems to collect feedback up and the down the organizational hierarchy.

Relevance

We will be successful if we can:

- Improve our on-the-ground connection to the communities that we serve.
- More rigorously determine what our students and their families need and want from BCM.
- Improve our year-round communication and strengthen relationships with our youth agency partners.
- Improve our ability to evaluate all aspects of our program.
- More effectively communicate our point of difference to the public.



Corporate Support

Big City Mountaineers grew its support from corporate partners by 26% in 2018. We rely on strong support from our outdoor-industry partners to sustain us and provide us with much needed technical product. A first-time experience in the backcountry can be daunting. Providing our students with high-quality gear and apparel ensures that they will have a safe, warm, dry, and enjoyable time outdoors.

\$50,000 +







\$25,000 +















\$15,000 +





















\$10,000 +











\$5,000 +































LESS THAN \$5,000

Riverview Systems Group, Inc.

Engearment

REI Co-op

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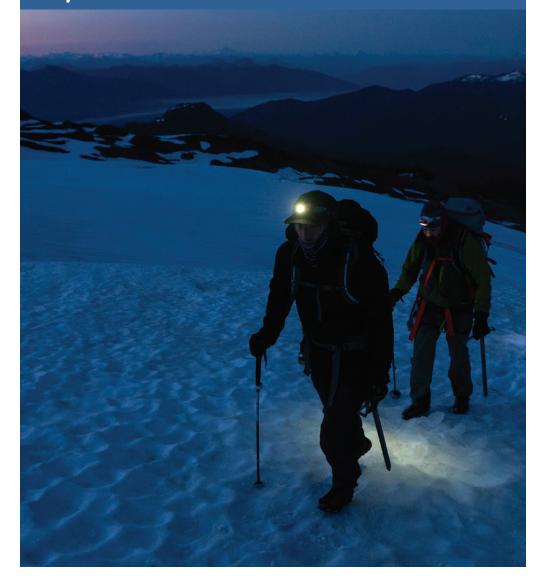
10 Cause-Related Marketing Campagins



Summit for Someone

Summit for Someone has been synonymous with Big City Mountaineers for over a decade. Every year, participants climb, hike, bike, run, and paddle to support BCM's youth programming. When someone registers for a Summit for Someone climb, runs in Ragnar race, or chooses their own custom adventure, they are joining a community of outdoor enthusiasts who not only love taking on personal adventures, but feel a desire to help provide access to opportunities in the outdoors for the next generation.

2,355 UNIQUE DONATIONS TO SES PARTICIPANTS



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We are genuinely humbled and inspired by our individual donors' generosity. We are thankful to have a community of supporters who care deeply about ensuring that everyone - regardless of their background - has access to experiences in nature, and the personal growth those can inspire. Thank you for choosing Big City Mountaineers and turning your energy and passion into opportunities for the next generation!

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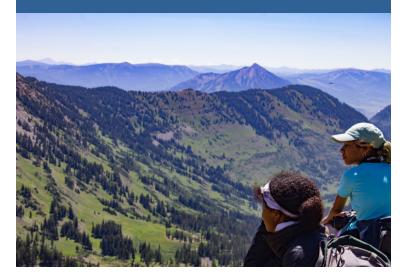
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Thank you to the incredible community of volunteer mentors, trip instructors, and youth agency leaders who make our programming come to life in the field. You are building trust and making connections with our students which is so vital to our ability to accomplish our mission.

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