Dear Friends,

In 2011, Big City Mountaineers continued our transformation, adopting a bold strategic plan. Our kids transform on the trail, as they are guided by mentors who inspire, coach, and support personal growth, and we wanted to continue to influence personal growth and transformation with the following goals:

• To expand the youth we serve ten-fold, and to provide 8,000 youth experiences a year by 2015.
• Continue to enhance the lives of our youths with more programs and ways to connect with mentors and the wilderness, while remaining focused on our weeklong wilderness expedition.
• Grow the budget four-fold by leveraging central resources to grow local councils, harness local capacity and invest in the communities we serve.
• Create local leadership opportunities to increase our community involvement, serve more youth, and strengthen our impact.

Our kids reported that 2011 program impact was stronger than ever before. They learned integrity and skills such as decision-making, conflict resolution, and communication. In 2011 we served 800 kids and we are on a course to double this impact in 2012. We know our programs create positive change in these youths by staying in school, and staying away from gangs and drugs. Your support enabled our 2011 success, and together the future for these at-risk kids is bright.

In 2011, BCM continued to build financial stability and focused on leadership development, fundraising, and inspiring our community. We have a clear path of growth, and we are committed to achieving it. This platform for growth develops in partnership with you – volunteer leaders, donors, mentors, youth agencies, climbers and ambassadors. Only with your help are we able to change young lives.

Thank you for your past support, and thanks in advance for your help as we execute our exciting future growth plans. Together, we can do this, and we’re excited to motor up the trail as a team.

With sincere thanks,

Paul Andrews
Lisa Mattis
President Executive Director
The mission of Big City Mountaineers is to instill critical life skills in under-resourced, urban youth through transformative wilderness mentoring expeditions. We fulfill this mission by working with community-based partners and volunteer mentors to deliver programs that focus on character development and youth success.

The Need:
Under-resourced youth live in communities where as many as 50% of students drop out of high school. Low graduation rates contribute to:

- Unemployment
- Drug use
- Poor health
- Participation in crime and violence

The Solution:
Big City Mountaineers programs have a proven track record of developing integrity, responsibility, decision-making abilities, and communication skills that result in:

- Increased likeness to stay in school
- Reduction of violence
- Reduction of drug use
- Increased physical activity

2011 Accomplishments:

800 under-resourced, urban youth experienced single day, overnight, and weeklong wilderness mentoring expeditions.

300 adult volunteer mentors logged more than 28,000 mentoring hours in the field.

135 Summit for Someone climbers raised over $500,000 dollars for BCM kids.
One of the key differentiators between Big City Mountaineers and other wilderness-based youth programs is that BCM combines the educational benefits of the outdoor environment with a 1:1 ratio of youth to adult role models. Unlike programs where a ratio of 10:1 or less is standard, BCM is deliberate in pairing the under-resourced youth we serve on week-long expeditions in a 1:1 ratio with caring adult mentors to ensure that our youth receive the maximum support and reinforcement needed to become successful.

Each BCM volunteer mentor goes through a rigorous screening and training process to ensure that they are prepared with the proper tools and know how to make the greatest impact possible on our young participants.

Year after year, our wilderness mentoring programs prove to effectively achieve lasting results that mean future success for our kids.

“My time with my mentors had a great impact! I learned responsibility and problem solving and that you can do anything if you believe you can! I am now more confident and feel empowered to pursue my dream of being an elementary school teacher.”

Maria / Age 14
Partner Agency: KIPP Sunshine Peak Academy
Denver, CO

Wilderness Mentoring
Guiding Youth Who Need It Most
Measuring 2011 Impact
Wilderness Mentoring Works

In 2011, Big City Mountaineers programs achieved a deeper impact in under-resourced, urban youth than ever before. BCM youth showed statistically significant improvement in all categories of skill development as measured by the Search Institute’s 40 Developmental Assets Profile.

The Developmental Assets are 40 common sense, positive experiences and qualities that help influence choices young people make and help them become caring, responsible, successful adults.

2011 results for BCM participants showed the highest levels of improvement exhibited to date by our youth. This evidence proved particularly higher in internal asset categories, the personal behaviors and skills that we strive to impact most on our expeditions.

100% of BCM youth see improvement in these key areas:

- **Commitment to Learning**
  Motivation to do well in school, does homework, reads for pleasure.

- **Positive Values**
  Cares for other people, promotes equality, has integrity, is honest and responsible.

- **Social Competencies**
  Plans and makes good decisions, can resist peer pressure, seeks to resolve conflict non-violently.

- **Positive Identity**
  Feels in control, has high self-esteem, is optimistic about personal future.

Thank you to all of our climbers who challenged themselves to change the lives of youth in need.

WWW.SUMMITFORSOMEONE.ORG

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Measuring 2011 Impact
Wilderness Mentoring Works

In 2011, Summit for Someone challenged 135 adventurous climbers on 14 epic peaks, raising over $500K to ensure that under-served, urban youth have the opportunity to build critical life skills on BCM wilderness mentoring expeditions.

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WWW.SUMMITFORSOMEONE.ORG
Big City Mountaineers partners with community-based youth development agencies to identify under-resourced youth that would benefit from the BCM experience, and recruits young participants directly from these agencies. We have chosen this partnership model to maximize ongoing youth impact, and to work alongside agency staff to reach out, recruit, and properly prepare youth for this catalyst experience. Agency partners are selected based on the profile of the youth served, their relationship with the youth, measurement methodologies, geographical location, and ability to participate in Big City Mountaineers training and programs. Each BCM expedition includes one staff member from the partnering youth agency to ensure that expedition learning is continued and reinforced when youth return home to their communities.

In addition to youth agencies, collaborative partnership is the lens by which we view all our working relationships. Strong partnerships with outdoor industry companies have been essential to supplying much needed gear, funding, and promotional support for our youth expeditions and Summit for Someone fundraising climb series.

In 2011, BCM received over $600K in in-kind support from outdoor industry partners. Thank you!
Working With Youth Who Need It Most

Big City Mountaineers works exclusively with under-resourced, racially diverse youth, mostly between the ages of 13 and 18, who often have no experience outside the local neighborhood. The BCM expedition is often their first experience with the wilderness.

83% are from families living below the poverty line
71% are from single parent or guardian-led households
83% have parents with no more than a high school education
100% qualify for the federal free or reduced lunch program

Taylor: A Story of Success

Each year, we witness transformational growth in our kids as evidenced by our measured results and countless success stories. In 2011 we were struck with inspiration when we heard Taylor’s success, a youth from Portland, OR, and with help from BCM partner JanSport, developed a one-of-a-kind promotional video to tell this exceptional story of growth.

“One of the biggest things I learned was, you don't need family to be successful. All you need are positive role models to help give you that boost of support, and on this trip I got that support; I gained the ability to believe in myself and to follow my dreams. I now want my associates degree to be in outdoor leadership.”

To view our video of Taylor’s story visit: www.bigcitymountaineers.org/about
Our Vision
Serve More Kids In Need

Big City Mountaineers’ vision is to transform the lives of thousands of urban youth each year through ongoing wilderness mentoring expeditions that instill critical life skills. We aim to inspire our youth to choose a brighter future – a future that embraces education, purpose, and self-worth while rejecting delinquency, violence and drugs.

Big City Mountaineers is the nation’s leading wilderness mentoring organization for under-resourced urban youth. Our proven curriculum is delivered collaboratively with a vibrant network of urban communities, youth-based agencies, volunteer mentors and supporters, all working in effective partnership. Together we create impact, unified in our singular, extraordinary commitment to serve more kids in need.

BCM Plans for Growth

In 2011, Big City Mountaineers completed a four-year strategic plan to provide a roadmap for successful growth. Our plan for exponential growth includes the following benchmarks by 2015:

- Mentoring 7,700 youth annually
- Engaging 3,000 ambassadors as mentors, climbers, and constituents
- Partnering with 60 youth agencies
- Developing over a dozen leadership councils across the country

Our growth plans include expanding to three new geographic areas: Boston, New York, and Los Angeles. With programmatic growth will come new strategies for fund development such as expanding the Summit for Someone program to include paddling and cycling, implementing a membership program, and growing our existing funding programs. With strong board leadership in place and commitment to this vision, we look forward to changing the lives of thousands of under-served youth for years to come.

Organizational Revenue Growth - 10 Year Period

<table>
<thead>
<tr>
<th>Year</th>
<th>2005 Actual</th>
<th>2011 Actual</th>
<th>2015 Projected</th>
</tr>
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<tbody>
<tr>
<td>$1 million</td>
<td></td>
<td></td>
<td></td>
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<tr>
<td>$2 million</td>
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<td></td>
<td></td>
</tr>
<tr>
<td>$3 million</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>$4 million</td>
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</table>
Summit for Someone Fundraising Climbers

Challenge Fundraisers
These are BCM supporters and outdoor enthusiasts who raise money for BCM while challenging themselves. Thank you to these adventure seekers and dedicated supporters!

Michael Hunter
Brent McCasley

Change A Life Fundraisers
These are dedicated BCM volunteer mentors who not only gave their time directly to BCM kids, but also raised funds for BCM in 2011.

Debra Akin
Amy Blum
Heidi Camp
Brad Carson
Matthew Davidson
Garrett Dempsey
Hugh Ewing
Jason Figler
Amanda Fox
Esther Gomez
Chris Hampton
Emily Hendrick
Ruthie Johnson
Kelly Kraus
Rachel Livingston
Blake Lohman
Andrew Moore
Julie Neuberg
Melissa Oberg
Rachel Shaftman
Alicia Wendland
Dane Zehrung

Summit for Someone climbers challenge themselves while helping BCM kids change their lives. Many thanks for your dedicated service in raising support for our youth.

Climbers raising $7,500+
John Baer
Rolando Balli
Rhonda Bellavia
Jackie Hammett
Schuyler Horton
Jason Johnson
Tim Johnson
Mickey Jojola
John LoFaro
Shilpen Patel
Kevin Ryan
Mitch Zoch

Climbers raising $5,000-$7,499
Aleya Doren
Sean Estep
Caleb Fiske
Ian Haldimann
Weston Hawley
Michael Hong
Jason Langlas
Preston Long
Frank Martin
Jack Patten
Stephanie Smith
Brian Tesson
Andrew Worzella

Climbers raising $2,000-$4,999
Wayne Anderson
Paul Andrews
Jennifer Arness
Jonathon Baille
Alex Baines
Nickolas Baric
Michael Bellfuss
Lachlan Bell
Dan Ben-Horin
David Blattel
Bill Bohm
Brandon Joshua
Nickolas Britmyer
Michael Burger
Derek Burke
David Burnette
Greg Carley
Ryan DeSalvatore
John DiSanza
Abbie Duffy
Ben Eck
Crie Emberton
Robert Emley
Brian Faeth
Darin Fearday
Rick Fuehrer
Patrick Gensel
Thomas Gibbons-Neff
Melissa Gibson
Chow, Gloria
Christina Gourley
Peter Gustaf
Jeff Groom
Jay Halford
John Hamblin
Jason Hanold
Calvin Hermann
Kara Harris
Hunter Hartley
Michael Hartley
Michelle Havens
Joseph Healy
Gene Heinrich
Andrea Hilderbrand
Mark Hilliard
Greg Huffman
Dan Hurde
Christine Hutchinson
Sanjay Khicha
Tim Kreis
Sara Koffarnus
Timothy Laynor
Brandon Lemire
Lynne Lemire
Rob Lindman
Mark Lindow
Ashley Mattison
Emily McIntyre
Michael McKenna
Eric McKinley
Anthony McLaughlin
Tyler Michael
Derek Mitchell
Chris Nelson
Joseph Niehay
Jason Nikic
Orion Pahi
John Persell
Keith Phzackerley
Bree Portwood
Robb Powell
George Prixon
Analiza Quiroz
Abi Rankin
Richard Rife, III
Lucho Rivera
William Ryman
Brandy Sanders
Scott Schesel
Heidi Schuessler
Andrew Schwarz
Samantha Sheehy
Ronald Simmons
Sean Sneddon
David Spaulding
Molly Sprayregen
David Stephens
Kevin Sullivan
Robert Swartchick
Matthew Toller
Aaron Topil
Joy Walsh
Adam Williams
Jordan Williams
Alexander Wolf
Cedar Wright
Ian Yarmus
Ryan Youklis
Eric Young
John Young
Jonathan Yust
Susanna Yust

Donors

Foundations/Organizations

$10,000+
Adolph Coors Foundation
Benson Family Foundation
The Guardsmen
The Sierra Club

$5,000+
Campion Family Trust
Laird Norton Family Foundation
National Christian Foundation
North Face Explore Fund
Outdoor Foundation

$1,000+
Community Shares of Colorado
GE Foundation
Global Giving

Under $1,000
Boy Scout Troup 128*
Fidelity Charitable Gift Fund
Grant Family Fund
The Nature Conservancy
Port Family Endowment Fund
Salesforce.com Foundation
Tampa Orlando Pinellas (TOP) Jewish Fnd.
Michael Cisler and Sarah Traas Family Foundation
United Way of Central & Northeastern Conn
United Way of Central & Southern Utah
Weber State University

*Summit for Someone climbers challenge themselves while helping BCM kids change their lives. Many thanks for your dedicated service in raising support for our youth.
### Corporate BCM Donors

*Indicates portion of support is In-Kind*

#### BACKPACKER

<table>
<thead>
<tr>
<th>Amount</th>
<th>Donor Name</th>
</tr>
</thead>
<tbody>
<tr>
<td>$10,000-$19,999</td>
<td>Any Mountain Hebing* Planet Granite Polartec Red Wing Shoe Company The North Face* Timberland*</td>
</tr>
<tr>
<td>$5,000-$9,999</td>
<td>CapinCrouse, LLC* Cascade Designs* Columbia KEEN Footwear* Piper Jaffray REI* SOG Tools* Specialty Sports Ventures, LLC* Wenaah!</td>
</tr>
<tr>
<td>$2,500-$4,999</td>
<td>American Recreation Products, Inc. Chaos DeLorne Del Monte Foods Corporation Electronic Arts Harold and Associates Executive Search Law Offices of James Schwallta Mountain Shades* Outdoor Research* Smartworx Zappos</td>
</tr>
</tbody>
</table>
Volunteers

2011 Volunteers

AmeriCorps Vistas
Alex Kaney
Andrea Rotz

Front Country Volunteers
Abigail Beckord
Monica Daipes
Denise Jackson
Jake Lohwater
Maddin McCord
Will Melton
Chad Volk

Instructors
Debra Akin
Wesley Allen
Joseph Bailey
Nicole Blaser
Jennifer (Toby) Briggs
Christopher Chandler
Bruce Corey
Matthew Davidson
Marshall Durand
Keith Dumbleton
Melissa Ebene
Drew Edwards
Darin Fearday
Gina Irwin
Myla Marks
Colette Matzen
Julie Neuberg
Bernard Rupe
S. Annah Shapiro
Adam Sprehe

Peer Leaders
Lisette Agulla
Henry Martinez
Haja Muya
Louis Summerhill Jr.

Youth Agency Leaders
Mahdi Abdi
Kendrick Adams
Simone Alexander
Juan Ascencio
Casey Bailey
Doug Blocksmma
Michael Brain
Connie Burnett
Albert Carrasco
Timothy Dahlin
Jillian Davenport
Carolyn Davis
Jorge De Leon
Rodolfo Espanzar
Paul Gibbs
Hector Herrera
Jorge Herrera
Unique Jordan
Laura Kelch
Antoinette Kilton
Brian Lau
Robert Lopez
Jaime Lozano
Linda Macias
Sarah Mason
Pam McElwee
Timothy Mondl
Marlon Moore
Michael Oliver
David Piel
Servando Pineda Carranza
Denise Puentes
Michelle Ramirez
Andrea Richard
Rachael Rodriguez
Andrea Rotz
Shana Rubenstein
Samuel Slater
Jody Van Riper
Jesse Woodworth
Christopher Yucho

2011 Expedition Volunteers

Midwest
Jackie Abraham
Susan Abraham
Caroline Carriere
Jaimie Clapp
John Collins
Susan Colón
Mike Conover
Jason Cook
Robert Faber
Jason Figler
Amanda Fox
Esther Gomez
Phil Jensen
Rod Johnson
Margie Martinson
Summer Olson
Oron Pahl
Henry Palomo
Erin Rickelman
Norbert Schiller
Rachel Shaftman
Julio Urbina
Jeff Weidman

Northern California
Matthew Cacho
Garrett Dempsey
Hugh Exing
Diego LaTorre
Haddie Lyons
Suzanne Mentz
Chandre Nelson
Timothy Owen
Daniel Robinson
Anthony Rodriguez
Tammy Warling
Dane Zehring

Rocky Mountains
Christopher Ball
Jim Bodoh
Kara Bogner
Patrick Callahan
Fred Caloggero
Heidi Camp
Bradley Carson
Joshua Emery
Cody Goings
Chris Hampton
Emily Hendrick
Denise Jackson
Ruthie Johnson
Alison Kasney
Joshua Knight
Lindsey Lauman
Shelby Lazareff
Rachel Livingston
Blake Lohman
Tim Main
Kristina Maxwell
Will Melton
Kalie Midcap
Tom Miller
Andrew Moore
Jessica Moore
Andrew Moore
Don Morris
Vincent Paz
Yvonne Pirlot
Eva Rendle
Miriam Rosenblum
John Runkles
Andrew Saunders
Andrea Seehusen
Molly Sprayregen
Andrew Vadas
Stephanie Vail
Chad Volk
Alicia Wendland
Kerstin Weule

Pacific Northwest
Paul Burdick
D’Nita Carbone
George Collins
Kevin Cronn
Matt Crouse
Robert Garrison
Dan Harrison
Paul Ikin
Kelly Kraus
Jeremy Lange
Robert Leonard
David Morgan
Joshua Patrick
Natasha Stoudt
Elizabeth Wrazien

Special Thanks:
## 2011 Financial Statements

### Assets:
- Cash & Cash Equivalents: $239,055
- Investments: $113,101
- Other Current Assets: $267,619
- Fixed Assets - net: $42,102
- **Total Assets:** $661,877

### Liabilities and Net Assets:
- Liabilities: $111,777
- Undesignated Net Assets: $160,545
  - Equity in Property and Equipment - net: $42,102
  - Temporarily Restricted: $247,453
  - Permanently Restricted: $100,000
- **Total Net Assets:** $550,100
- **Total Liabilities and Net Assets:** $661,877

### Revenue
- Individual: $154,562
- Corporate: $218,556
- Foundation: $57,896
- Government: $516,091
- **Total Revenue:** $1,641,338

### Expenses
- Program: $667,664
- General & Administrative: $121,858
- Fundraising: $98,566
- Summit for Someone: $341,773
- Summit for Someone In-Kind: $391,189
- **Total Expenses:** $1,621,050

### Change in Net Assets
- $35,390

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## Board of Directors

**Jeff Weidman / President**
- Paul Andrews / Specialty Sports Venture
- Dave Bartholomew / Ascent Advising
  - Neil Fiske
  - Ben Gipson / DLA Piper
  - Ian Haldimann / SageTree
- Jason Hanold / Hanold Associates
- Mike Hartley / KR Tools Inc.
- Schuyler Horton / Thule
- Dan Hurdle / Caribou Coffee
- Ian Haldimann / Specialty Sports Venture
- Kelly Kraus / REI
- Michael Leming / Nike
- Nancy Moore / N.W. Moore & Associates
- Brandy Sanders / US Foods
- Nate Simmons / Backbone Media
- Carol Sweasy / The Red Wing Shoe Company Foundation
- Mac Tillman / Del Monte
- Gaby Toledano / Electronic Arts
- Ed Viesturs / High Altitude Adventurer
- Skip Yowell / JanSport

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## Advisory Board

**Jim Kern / BCM Founder**
- Dave Bartholomew
- Bob Box
- Rob Chatfield
- Stephanie Cooper
- Jonathan Dorn
- Riley Etheridge
- Jeffrey Fryer
- Drew Kern
- Ruth Neilsen
- Matt Seim
- Mary Kay Stoehr
- William Stoehr

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Big City Mountaineers is an equal opportunity service provider and employer.

Big City Mountaineers operates under special use permit with the USDA Forest Service and the National Park Service.