2009 Board of Directors

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Donna Richardson, VP for Programs
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Carrie Koch, Certification Program Specialist
Lou Anderson, Administrative Assistant

On the cover: NAI member Wil Reding leads a concurrent session titled "Let's Take a Walk ... Outside!" during the 2009 NAI National Workshop in Hartford, Connecticut.
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Participants in the 2009 NAI International Conference in Greece, during an offsite session at the Temple of Apollo in Delphi. Photo by Gail Vander Stoep.
The year 2009 was challenging for NAI. The full brunt of the economic downturn hit us, with reduced revenues from advertising and exhibitors, slow registration for workshops and certification courses and some lost members as interpretive programs were hard hit in many areas. As a result, NAI regions, sections, and the national office had to become more creative and resourceful in maintaining services and operations. The good news is that interpreters are accustomed to being creative and resourceful, so members and staff rose to the challenge without missing a beat.

We were able to hold successful a National Workshop and International Conference, which stayed in the black despite lower than expected attendance. Increasing use of electronic publishing and social network media helped connect the membership while saving printing and mailing costs—and living up to our commitment to green our operations. Most of all, the membership has been understanding and supportive of efforts to operate in more efficient ways.

This was also a time of reckoning for NAI in some ways. The traditionally strong volunteer support for services at the region, section, and even national level was waning, perhaps as many of us were juggling more demands at work. A conversation began about ways to provide member services and conduct operations with fewer rigid constraints and requirements, to provide more flexibility in the structure of the organization as we face increasingly challenging circumstances. That conversation has grown to include many voices and multiple perspectives—and continues into the present and likely well into the future as we continue to tune our structure, processes, and services.

Despite the challenges, the occasional controversy, the hectic pace, and demands of operating this organization, there is this remarkable glue that keeps us all together. We have an intense commitment to our profession, to our fellow interpreters, and NAI is the expression of this commitment. While our resources may be stretched and we face challenging times, the spirit of this organization has never been stronger. Many thanks to all our members, leaders, and staff, who continue to stand by our mission of inspiring leadership and excellence to advance heritage interpretation as a profession.
National Association for Interpretation (NAI) had a good year financially in 2009 after a very challenging one in 2008. The plunge downward by the stock market and restatement of deferred income in 2008 led to a deficit. NAI showed an unrestricted gain in net assets of $62,634 in 2009 due to careful management of the National Workshop and some growth in invested funds. The unrealized gain on investments amounted to $30,291.

Membership of 4,304 in 30 countries at the end of 2009 was almost 700 members lower than the end of 2008. Record low attendance of 732 at the National Workshop 2009 in Hartford, Connecticut, was likely the result of a challenging national economy and the resulting cutbacks for travel and training by many agencies and organizations.

NAI finished 2009 with total assets of $1,426,801 and total net assets of $273,532. Deferred revenue at the end of 2009 amounted to $315,126. Total unrestricted revenue and gains in 2009 came to $1,478,413, almost $300,000 less than the total revenue in 2008 of $1,770,358. The smaller National Workshop in 2009 in Hartford, Connecticut, accounted for most of that difference but all income sources were down except investment income and membership dues, fees and publications, which showed modest gains.

The largest asset of the association is the national office building at 230 Cherry Street in Fort Collins, Colorado, and it is valued at $988,282 after deduction of depreciation of $245,847. NAI has a mortgage held by Wells Fargo Bank that amounted to $432,209, which represents an equity position of 57%. The bond-based 4.47% rate for the mortgage matures in August 2024. NAI’s endowment fund of $583,519 grew only $125 in 2009 and the entire amount is invested in the building owned by the association.

NAI continues to lease 2,700 square feet of space to Rocky Mountain Bird Observatory and several smaller businesses. The revenue from those leases helps NAI meet bond payment obligations with the building mortgage.

The professional staff of eight continues to manage all NAI business activities with Tim Merriman as Executive Director, supervising business activities, and Lisa Brochu as Associate Director, supervising all program activities. Both report separately to the Board of Directors comprised of sixteen elected and appointed members.

The NAI Board of Directors oversees the executive staff and conducts long-range planning that governs the future of the organization. In 2008 it was decided to change the fundraising focus from the Legacy Trust Fund and endowment to the Enos Mills Fund to encourage life memberships and unrestricted donations. This has led to about 20 new Life Memberships in 2009 with a target of increasing life memberships by 200 by 2012, which will bring overall life members to more than 450. These life memberships are recognized as deferred income over a period of 20 years and substantially help NAI with cash flow. They reduce the need for the use of the line of credit and that saves on paying interest expense.

NAI relies on more than 1,000 members annually working as volunteers to operate regional workshops and other programmatic and fundraising activities for the
association. The 10 geographic regions and 11 sections have their own elected officers and provide specific services to members related to their regions and stated interests. Key partnerships remain as an important way of supporting the National Workshop each year and we appreciate assistance from our partners very much.

Despite two years of economic decline for the association, membership trends are toward growth once again. NAI’s mission continues to be “inspiring leadership and excellence to advance heritage interpretation as a profession.” NAI’s vision is “to be the voice of the profession.” The dedicated staff and volunteers continue to put forth extraordinary effort in producing high-quality member services and networking opportunities in pursuit of the stated mission and vision.
NAI’s national office develops and delivers programs, products, and services to members, while at the same time creating opportunities to expand understanding of the interpretive profession among the general public through outreach activities in pursuit of the organization’s mission and vision. The year 2009 provided many opportunities to increase the visibility of the organization and once again increase the quantity and quality of membership services.

Highlights of 2009 related to programs, products, and services of NAI included:

- 13 professional certification workshops offered by national office staff
- Record numbers of training category classes (Certified Interpretive Guide and Host) offered by Certified Interpretive Trainers
- Initiation of Registered Coach classes in cooperation with National Park Service and Eppley Institute (16 Registered Coaches in 2009)
- Fourth annual NAI International Conference held in Athens, Greece
- 18 Certified Interpretive Trainers recognized for certifying over 100 individuals
- National Workshop held in Hartford, Connecticut, with over 700 participants
- Continuation of quarterly meetings of an Advisory Council with the purpose of providing creative thinking related to improving lines of business
- Initiation of Program Audit Committee quarterly meetings
- Initiation of two additional “Standards and Practices” documents that detail best practices in the field
- Continuation of a project intended to document a “Road Map to a Career in Interpretation”
- 2 Certified Interpretive Planners courses taught in Canada
- Planning initiated for the Civic Tourism III conference to be held in August 2010.
In accordance with NAI’s mission statement, NAI’s publishing imprint, InterpPress, publishes books that improve the profession of interpretation over the long term. This year, InterpPress shifted its focus from printed books to titles for sale as downloadable pdfs or print-on-demand books through Amazon. In 2009, NAI published its first title available through these avenues, *Putting Interpretation on the Map: An Interpretive Approach to Geography* by Heidi Bailey.

*Putting Interpretation on the Map: An Interpretive Approach to Geography* is a handbook for front-line interpreters, managers, and planners on incorporating maps and other geographic technologies into interpretive media, exhibits, and programs. This electronic book reviews basic geography concepts and map skills, and introduces resources from simple map activities to the most advanced geotechnologies.


NAI’s other publications are printed under the InterpPress imprint:

- *Legacy* magazine, published bimonthly, offers a forum for professionals in the field to exchange ideas and information. Articles, columns, and commentaries deal with practical issues relevant to frontline interpreters, planners, and managers. *Legacy* is available online at www.onlinelegacy.org.

- *The Journal of Interpretation Research*, published twice annually under the editorship of Carolyn Ward, communicates original empirical research dealing with heritage interpretation and provides a forum for scholarly discourse about issues facing the profession of interpretation.

- NAI’s monthly e-mail newsletter, *NAI Now*, keeps members up-to-date with current information from members and the national office, including news items from NAI’s national and international events, certification program, NAI’s blogs and publications, Enos Mills Fund, and more. *NAI Now* will go semi-monthly in 2010.

- *The Interpretive Sourcebook* and *The International Conference Proceedings* are available electronically to participants in NAI events, and in collections for sale on CD-ROMs on the NAI store.
In 2009, we hit our high of 5,073 members in February. We averaged around 4,800 members throughout the year. Membership brought in $328,622.

The beginning of the year saw a change in our membership structure. Associate membership was replaced by an entry-level membership for first-year members. We also did away with the standard membership on each level and offered a single student-level membership, allowing for a less confusing membership structure. This also allows for every member of NAI to receive Legacy magazine.

Sales in the association store, which sells NAI logo items, books, and other publications came in at $60,339. Income was down a bit from the previous year, partly due to low attendance at the National Workshop in Hartford.

In 2009, NAI began maintaining four blogs written by NAI leaders and authors of books published by InterpPress, allowing members a forum to discuss topics relevant to the association and the profession:

- **The NAI Blog** by NAI President Jim Covel and Executive Director Tim Merriman (www.interpnet.com/naiblog)
- **Interpretive Planning** by NAI Associate Director Lisa Brochu (www.interpretiveplans.com)
- **Interpretation By Design** by NAI Art Director Paul Caputo and Shea Lewis, superintendent of Parkin Archeological State Park in Arkansas (www.interpretationbydesign.com)
- **Applied Interpretation** by Doug Knapp, associate professor at Indiana University (www.appliedinterpretation.com)

A strong social networking presence has remained on Facebook, where the NAI page (pictured) topped 1,000 fans. In growing our Facebook presence, Shea Lewis and Paul Caputo have taken their Interpretation By Design blog to the Facebook community and we have seen a number of regions and sections set up their own pages. We continue to support the LinkedIn and MySpace sites and have started a Twitter feed and a YouTube channel.
Certification

Due to changes in the database, our last report for the year of accumulated totals of certified individuals was conducted in July 2009. The numbers in the chart below indicate those who have actually certified in either professional or training categories (the attempted column does not necessarily represent failures, but also reflects those who have not yet completed their credential requirements). However, we know that almost double the number of those who have certified in the training categories have taken the Certified Interpretive Guide or Host training courses but have not elected to be certified. Certification remains voluntary, but the emphasis on improved, standardized training is a positive statement about the growth of the profession world-wide. By the end of 2009, NAI’s certification program had been recognized in 15 countries, with Certified Interpretive Guides coming from over 40 countries. The CIG program has also been adopted by over 40 universities and colleges in the United States, helping students who do not yet qualify for the peer-reviewed professional certification categories to attain seasonal employment more easily while they complete their degrees.

<table>
<thead>
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<th>Year</th>
<th>CIT</th>
<th>2003</th>
<th>2004</th>
<th>2005</th>
<th>2006</th>
<th>2007</th>
<th>2008</th>
<th>2009 (July)</th>
<th>Applied</th>
</tr>
</thead>
<tbody>
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<td>175</td>
<td>209</td>
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<td>452</td>
<td>798</td>
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<td>2004</td>
<td>9</td>
<td>15</td>
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<td>25</td>
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<td>102</td>
<td></td>
</tr>
<tr>
<td>2005</td>
<td>11</td>
<td>21</td>
<td>28</td>
<td>55</td>
<td>93</td>
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<td>127</td>
<td>543</td>
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</tr>
<tr>
<td>2006</td>
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<td>61</td>
<td>83</td>
<td>91</td>
<td>67</td>
<td>193</td>
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<tr>
<td>2007</td>
<td>1344</td>
<td>2289</td>
<td>2954</td>
<td>4045</td>
<td>5079</td>
<td>6236</td>
<td>6673</td>
<td>7436</td>
<td></td>
</tr>
<tr>
<td>2008</td>
<td>56</td>
<td>180</td>
<td>294</td>
<td>450</td>
<td>523</td>
<td>624</td>
<td>640</td>
<td>661 (157)</td>
<td></td>
</tr>
<tr>
<td>2009</td>
<td>56</td>
<td>180</td>
<td>294</td>
<td>450</td>
<td>523</td>
<td>624</td>
<td>640</td>
<td>661 (157)</td>
<td></td>
</tr>
<tr>
<td>Total</td>
<td>1579</td>
<td>2717</td>
<td>3552</td>
<td>4923</td>
<td>6176</td>
<td>6951</td>
<td>8120</td>
<td>9890</td>
<td></td>
</tr>
</tbody>
</table>

Pictured: A 2009 Interpretive Planning class at a new facility in Mecklenburg County, North Carolina.
Partnerships are invaluable in leveraging the human and financial resources of organizations to accomplish more together than we can do alone. NAI had a variety of important partners in 2009. We wish to recognize their contributions and thank them for being open to continued work with NAI in the future. They are:

**Local Partners**
- Eppley Institute
- National Park Service
- Rocky Mountain Bird Observatory
- Your True Nature

**Sponsors and Partners of the 2009 NAI National Workshop**
- US Forest Service
- National Park Service
- US Fish & wildlife Service
- US Army Corps of Engineers
- KC Publications
- Mystic Aquarium
- ARKive
- Greater Hartford Convention & Visitors Bureau

The Media Awards were presented November 18, the first morning of the NAI National Workshop in Hartford, Connecticut. Thirty-three judges reviewed 66 entries in 11 categories. The Interpretive Media Section worked with staff to coordinate the competition, judge the entries, and distribute feedback to participants.

In 2009 NAI’s Heritage Library was the recipient of several donations from members. While book donations expanded the library, a volunteer spent many hours cataloging the Howdy Weaver Collection of books, and papers that was donated last year.
The National Workshop attracted 670 participants to Hartford, Connecticut, November 17–21, 2009. Keynote presentations from Sam Ham, who spoke to us the theoretical basis of “interpretation to protection” and Karolyn Smardz Frost, who told us about interpreting an archeological dig of the Underground Railroad in Toronto, set the tone for the workshop.

More than 100 concurrent sessions covered an array of topics. One day of offsite sessions sent participants across Connecticut to learn about culture, history, ecosystems, wildlife, and interpretive facilities. Preworkshop sessions gave participants in-depth looks at a variety of topics. Special evening events took participants to several different places to see Hartford after dark: a dinner cruise on the water, a riverfront clam bake, and the innovative “Superstars of Interpretation.”

Awards ceremonies, receptions, and networking combined with the events to make this a very memorable, high-energy workshop despite the lower than usual turn-out.

**Sponsors and Partners of the 2009 NAI National Workshop**

US Forest Service  
National Park Service  
US Fish & wildlife Service  
US Army Corps of Engineers  
KC Publications  
Mystic Aquarium  
ARKive  
Greater Hartford Convention & Visitors Bureau
International Activities

The economic downturn that hit worldwide early in 2009 coupled with a global outbreak of H1N1 flu virus in April impacted attendance at the fourth annual international conference, but approximately 80 strong-willed individuals from 20 countries still attended the May event in Athens, Greece. This unique event continues to draw interest from around the globe as it promotes an international exchange of ideas among interpretive professionals at all levels. A fifth conference was planned for Townsville, Australia, to be held in cooperation with the City of Townsville and Interpretation Australia (IAA) in April 2010.

In addition to strengthening ties with IAA (with whom NAI holds a Memorandum of Understanding), NAI worked with Parks Canada, Interpretation Canada members, and NAI members in Canada to bring two planning workshops to our neighbors to the north.

NAI’s executive staff was invited (at the expense of US-China Environmental Fund-Panda Mountain) to witness the tragic loss of the Giant Panda Breeding and Conservation Center in Wolong, China following the 2008 earthquake to determine how NAI members might be of assistance to this facility as the Wolong Special Administration begins to rebuild. Over the period of 2001–2004, more than a dozen NAI members volunteered their time to develop interpretive components at the facility.
# Financial Report

Prepared by Brock and Company, CPAs PC

## Statements of Financial Position

<table>
<thead>
<tr>
<th></th>
<th>December 31</th>
<th>2009</th>
<th>2008</th>
<th>2009</th>
<th>2008</th>
</tr>
</thead>
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<tr>
<td><strong>ASSETS</strong></td>
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<td></td>
<td></td>
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<td></td>
</tr>
<tr>
<td><strong>Current Assets</strong></td>
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<td></td>
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<tr>
<td>Cash and cash equivalents</td>
<td>$ 36,755</td>
<td>$ 21,017</td>
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<td>Investments</td>
<td>$ 108,610</td>
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<td>Accounts receivable, net of allowance of $7,500</td>
<td>$ 88,698</td>
<td>$ 82,741</td>
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<td>Inventories</td>
<td>$ 186,939</td>
<td>190,614</td>
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<tr>
<td>Other current assets</td>
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<td>61</td>
<td></td>
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<td><strong>Total current assets</strong></td>
<td>$ 421,824</td>
<td>372,676</td>
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<td><strong>Property and Equipment, net</strong></td>
<td>$ 988,282</td>
<td>$ 1,028,761</td>
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<tr>
<td><strong>Other Assets</strong></td>
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<td></td>
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<tr>
<td>Contributions receivable</td>
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<td>$ 30,912</td>
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<td><strong>Total assets</strong></td>
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<td>$ 1,432,384</td>
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<td></td>
<td></td>
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<td><strong>LIABILITIES, DEFERRED REVENUE AND NET ASSETS</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Liabilities</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Current Liabilities</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
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<tr>
<td>Accounts payable</td>
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<td>$ 102,260</td>
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<td>Line of credit</td>
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<td>$ 220,000</td>
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<td>Current portion of long-term debt</td>
<td>$ 35,327</td>
<td>$ 41,500</td>
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<tr>
<td>Accrued payroll and payroll taxes</td>
<td>$ 41,296</td>
<td>$ 48,000</td>
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<td></td>
</tr>
<tr>
<td>Other accrued liabilities</td>
<td>$ 28,084</td>
<td>$ 28,900</td>
<td></td>
<td></td>
<td></td>
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<tr>
<td><strong>Total current liabilities</strong></td>
<td>$ 405,934</td>
<td>$ 438,700</td>
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<td><strong>Long-Term Debt, net of current portion</strong></td>
<td>$ 432,209</td>
<td>$ 467,100</td>
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<tr>
<td><strong>Total liabilities</strong></td>
<td></td>
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<td></td>
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<td>$ 838,143</td>
<td>$ 905,800</td>
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<td><strong>Deferred Revenue</strong></td>
<td>$ 315,126</td>
<td>$ 308,800</td>
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<td><strong>Net Assets (Deficit)</strong></td>
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<td>(572,600)</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Unrestricted</td>
<td>(509,987)</td>
<td>(572,600)</td>
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<tr>
<td>Temporarily restricted</td>
<td>$ 200,000</td>
<td>$ 206,700</td>
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<tr>
<td>Permanently restricted</td>
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<td>$ 583,300</td>
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<td><strong>Total net assets</strong></td>
<td>$ 273,532</td>
<td>$ 217,500</td>
<td></td>
<td></td>
<td></td>
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<tr>
<td><strong>Total liabilities, deferred revenue and net assets</strong></td>
<td>$ 1,426,801</td>
<td>$ 1,432,384</td>
<td></td>
<td></td>
<td></td>
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# Statements of Activities and Changes in Net Assets

<table>
<thead>
<tr>
<th>Years ended December 31</th>
<th>2009</th>
<th>2008</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Revenues, Gains, and Other Support</strong></td>
<td>Unrestricted</td>
<td>Temporarily Restricted</td>
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<td>Membership dues, fees and publications</td>
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<td>Workshop revenue</td>
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<td>Advertising income</td>
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<tr>
<td>Contributions</td>
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<td>Grant income</td>
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<td>Other income</td>
<td>38,441</td>
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<tr>
<td>Net unrealized gains on investments</td>
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</tr>
<tr>
<td>Other investment income</td>
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<tr>
<td>Net assets released from restrictions</td>
<td>6,740</td>
<td>(6,740)</td>
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<td><strong>Total revenues, gains and other support</strong></td>
<td>1,478,413</td>
<td>(6,740)</td>
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<td><strong>Expenses and Losses</strong></td>
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<td>Program services</td>
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<td>Support services</td>
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<td>Management and general expenses</td>
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<td>Fundraising</td>
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<tr>
<td>Net realized and unrealized losses on investments</td>
<td>$ -</td>
<td>$ -</td>
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<tr>
<td>Interest expense</td>
<td>35,207</td>
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<tr>
<td><strong>Total expenses and losses</strong></td>
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<td><strong>Change in Net Assets</strong></td>
<td>$62,534</td>
<td>(6,740)</td>
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<td><strong>Net Assets (Deficit), Beginning of Year</strong></td>
<td>$ (572,621)</td>
<td>$ 206,740</td>
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<tr>
<td><strong>Change in net assets</strong></td>
<td>62,534</td>
<td>(6,740)</td>
</tr>
<tr>
<td><strong>Net Assets (Deficit), End of Year</strong></td>
<td>$ (509,987)</td>
<td>$ 200,000</td>
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2009 NAI Donors

Enos Mills Trailblazer 200

(NAI Life Members)

Mullins, Gary
Block, Bradley
Miller, John D.
Miller, Kathy
Boland, Jeff
Smith, Michael
Ruterbories, Michael
Beckert, Douglas
Simons, Don
Putnam, Andrea
Johnson, Adrianne
Vance, Jill
Morris, Mary J. “Jodi”
Lethbridge, Amy
Benton, Gregory
Long, Dodie
Champion, Julie Cerbus
Skinner, Sara
Stebbins, Bruce

$1,000+
Beckert, Douglas
DenDooven, K. C.
Dimse, Steve
Gundrum, Laura
Johnson, Harold
McHenry, Bruce
NAI Region 6
Scheeter, Donna
Szabo, Bert

$100+
Best, Dan
Christensen, Tom
Covel, James F.
Duncan, Faith
Feist, Colleen
Langdon, Susan
Price, Jim
Richardson, Donna
Sexton, Phil
Stevens, Linda
Valoppi, Valerie

Under $100
Aschenbeck, Laura
Beck, Larry
Berger, Mary
Claussen, Ron
Coffman, Taylor
Conner, Maryellen
Csonka, Ann
Curthoys, Lesley
Drathing, Lyn
Duckor, Jonathan
Feist, Colleen
Foreman, Gary
Hostetter, Karin
Hower, Deta
Johnston, Dean
Kaplan, Alan
Lansberg, Shoshanna
Major, Annabel
McLane, Adrianna
Moore, Myfe
Nelson-Embry, Sharol
Nelson, Christian
Newquist, James
Pridemore, Sue
Reddrop, Lynne
Rohling, Jane
Samerdyke, Mary
State of Colorado Open Space &
Mountain Parks
Stinchcomb, ZoeAnn
Stronge, Maggie
Toth, Norah
Whatley, Mike