



Greek Peak Adaptive Snowsports

**Strategic Plan 2010-2015**

**Mission**

*To provide snowsports experiences and skill development for people with disabilities utilizing the safest and most effective adaptive equipment and qualified/trained volunteer staff in a fun, supportive, and positive learning atmosphere*

**Vision**

In 10 years, Greek Peak Adaptive Snowsports will have opportunities for year-round outdoor adventure sports/experiences for people with disabilities and their friends and families in central New York and beyond. Our year-round opportunities will be led by our highly qualified professional staff who works closely with our highly trained and passionate volunteer instructors and leaders. GPAS will be known as a model for helping people with disabilities pursue outdoor adventure dreams and goals.

**Values**

- Friendship; kindness and respect for all
- Fun and lifelong learning
- Challenge by choice
- Inclusion and strong sense of community
- Focus on abilities; person-first
- Safety and high level of training
- Passionate volunteerism

**GOAL ONE: MANAGEMENT STRUCTURE**

*Develop a formal management structure to effectively sustain GPAS*

Objectives/Strategies:	Who?
1. Hire an executive director <ul style="list-style-type: none"> <li>a. Explore alternative structures (full-time, part-time, sharing with GP, etc.)</li> <li>b. Explore funding sources (sharing, grants, fundraisers, Americorps, capital campaign, etc.), beginning with location of at least 2-3 years of seed money.</li> <li>c. Utilize Brandi Crowe’s job descriptions and other work as the basis to develop position description (see GPAS Manual), within the next year</li> <li>d. Once funding is secured, conduct a regional/national search</li> </ul>	ED Exploration Task Force: <ul style="list-style-type: none"> <li>1. Lynn Anderson (BOD Co-Chair)</li> <li>2. Robyn King (BOD Co-Chair)</li> <li>3. Jim Cappellett</li> <li>4. Dick Anechiarico</li> <li>5.</li> <li>6.</li> </ul>
2. Develop role and function of GPAS Board of Directors <ul style="list-style-type: none"> <li>a. Clarify and strengthen current role and function of BOD</li> <li>b. Develop/mentor new board members through committee and task force work and other avenues</li> <li>c. Develop new role and function of BOD when ED is hired with the assistance of the new ED</li> </ul>	BOD

<p>3. Strengthen relationship with Greek Peak management</p> <p>a. Explore new partnerships (Hope Lake Lodge, fundraisers, etc.)</p>	<p>BOD</p>
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**GOAL TWO: VOLUNTEER DEVELOPMENT**

*Provide the highest quality training and support to current and new volunteers  
(so that we have confident, happy, well-trained volunteers)*

Objectives/Strategies:	Who?
<p>1. Develop a systematic training program that ensures that volunteers feel prepared to teach and coach participants in a safe and confident manner</p> <p>a. Develop dry land clinics prior to the season start</p> <p>b. Develop on-snow clinics that teach all necessary skills prior to the season start</p> <p>c. Develop ongoing clinics throughout the season</p> <p>d. Explore online modules and other alternative ways to deliver training</p>	<p>Training Committee:</p> <p>1. Mark Friebel (BOD Co-Chair)</p> <p>2. Robyn King (BOD Co-Chair)</p> <p>3.</p> <p>4.</p> <p>5.</p> <p>6.</p>
<p>2. Develop a mentoring program that develops new and current volunteers to higher levels of skill and confidence in teaching and coaching</p> <p>a. Develop levels of volunteer coaching and expectations for each level that include qualification criteria for each level</p> <p>b. Develop system for volunteers to gain higher levels</p> <p>c. Support PSIA-AASI certification</p>	<p>Training Committee</p>
<p>3. Further develop a recognition program for volunteers</p> <p>a. Continue the volunteer awards</p> <p>b. Explore and develop other recognition programs (coach of the week, pictures and storied on website and in newsletter, etc.)</p>	<p>Volunteer Recognition Committee</p> <p>1. Gregg Macey (BOD Chair)</p> <p>2.</p> <p>3.</p> <p>4.</p> <p>5.</p> <p>6.</p>
<p>4. Develop a volunteer recruitment initiative</p> <p>a. Explore new venues and approaches for recruiting new volunteers</p> <p>b. Continue to develop relationships with area colleges and universities</p> <p>c. Develop marketing materials to recruit volunteers</p>	<p>Volunteer Recruitment Committee</p> <p>1. Gregg Macey (BOD Chair)</p> <p>2.</p> <p>3.</p> <p>4.</p> <p>5.</p> <p>6.</p>

**GOAL THREE: EFFECTIVE USE OF TECHNOLOGY**

*Integrate and use technology to more efficiently and effectively deliver the GPAS programs and services*

Objectives/Strategies:	Who?
<p>1. Develop a membership and participant database</p> <p>a. Concrete strategies to achieve this objective will be developed by the Technology Committee</p>	<p>Technology Committee:</p> <ol style="list-style-type: none"> <li>1. Peggy Andersen (BOD Co-Chair)</li> <li>2. Jeanne Mack (BOD Co-Chair)</li> <li>3. Tom Lorman</li> <li>4. Suzanne Bruestch</li> <li>5. Kristy Zuber</li> <li>6. Ken Maxwell</li> <li>7. Barbara Peak</li> <li>8. Dick Anechiarico</li> </ol>
<p>2. Develop online training modules</p> <p>a. To be developed by the Technology and Training Committees</p>	<p>Technology Committee with Training Committee</p>
<p>3. Develop a computerized equipment inventory and tracking system</p> <p>a. Strategies to be developed by the Equipment Committee with assistance from the Technology Committee (using template developed by Brandi Crowe)</p>	<p>Equipment Committee</p> <ol style="list-style-type: none"> <li>1. Gregg Macey (BOD Co-Chair)</li> <li>2. Randy Lacey (BOD Co-Chair)</li> <li>3.</li> <li>4.</li> <li>5.</li> <li>6.</li> </ol> <p>With assistance from Technology Committee</p>

#### GOAL FOUR: FINANCIAL PLAN/STABILITY

*Develop a financial plan to ensure a stable future for GPAS*

Objectives/Strategies:	Who?
1. Explore diverse funding sources and develop a plan for each <ol style="list-style-type: none"><li>Membership fees</li><li>Lesson fees</li><li>Donations</li><li>Grants</li><li>Large fundraisers (at least two per year: Fun Run, others?)</li></ol>	Finance Committee: <ol style="list-style-type: none"><li>Jeanne Mack (BOD Co-Chair)</li><li>Dick Anechiarico (BOD Co-Chair)</li><li>Jim Cappellett</li><li></li><li></li><li></li></ol>
2. For each fundraiser, assess its impact, costs, benefits, and how effectively it uses our volunteers	Finance and Volunteer Committees

#### GOAL FIVE: PROGRAM DEVELOPMENT

*Develop new and year-round outdoor adventure sports programs*

Objectives/Strategies:	Who?
1. Once an executive director is hired: <ol style="list-style-type: none"><li>Conduct an asset inventory and needs assessment</li><li>Explore program options based on results of assessments</li><li>Develop one or two short summer programs to start</li><li>Slowly expand year-round programming as resources allow</li><li>Look for existing programs for collaboration (they join with us, we join with them, or we just partner on certain programs, etc.)</li></ol>	To be determined in future years