

Greek Peak Adaptive Snowsports

Strategic Planning Process 2010

| What | When (all in 2010) |
|---|--|
| Focus groups with volunteers (2 groups) (click on link to view focus group results) | December (during on-snow training) |
| Online survey to participants/families and volunteers (click on link to complete the survey) | February |
| Compile "best practices" data from other programs across the U.S. | February |
| Focus group with Board and Greek Peak key staff | January |
| Data analysis and preparation for SOAR session | Early March |
| SOAR Session and dreaming session with board and interested volunteers and participants | Late March (do this right after season ends) |
| Goal-setting and strategy session (mission, vision, values, goals, strategies) | April |
| Finalize plan | April |
| Adopt plan and begin using it | May |

FOCUS GROUP RESULTS

1. What are you most proud of when you think of GPAS? For you, what does GPAS look like when it is functioning at its best? What are our strengths?

- Responsible people – as a parent of GPAS participant, it feels great to know that my child is paired with a confident/responsible volunteer
- Attendance is high. Participants want to come back. We're growing in numbers
- Dedication of volunteers is phenomenal
- Friendliness of volunteers, it is almost like family
- Family atmosphere
- Energy level of volunteers – volunteers come back week after week
- Infrastructure of GPAs building gives credence to program. Having facility and adaptive equipment out on slope gives GPAS a presence on the mountain.
- Accessibility – not just physical accessibility, but also with re: to program fees, administration, etc.
- Fun – participants have a great time
- Positive feedback from community – people who are a part of the program, as well as those who are not, are proud of the program
- Good reputation
- Adaptive – no one is turned away regardless of disability. We're inclusive of all.
- Professionalism – we look like a team when we're out on the slopes
- We do not limit program to just beginners. We offer a variety of instruction for varying levels (beginner through competitive).
- Building is well maintained
- Provide training to volunteers
- Offer opportunity for volunteers to become PSIA certified
- Affordable
- Accommodating to participants
- Very creative with adaptive techniques and serving various needs of participants
- Enthusiasm
- Smiles that we see on participant faces
- Have fun but develop skills at the same time
- Dedicated volunteers
- Getting participants outside/fresh air (active lifestyle/not sitting inside)
- Nice facility with good equipment
- Mix of volunteers and participants – diversity
- Great interaction between volunteers and participants
- Large volunteer base
- Good training opportunities
- Compassionate

FLIP CHART BULLETS from Dale:

- Accommodate people
- Compassionate
- Affordable, low fees
- Creative
- Smiles, enthusiasm

- Skill development
- Outside, active
- Dedicated, professional
- Facilities, building and equipment
- Diverse group, interactions
- Large volume base
- Inclusive, flexible
- Good training
- Competence of volunteers
- High attendance
- Friendly, warm
- High energy
- Positive feedback, compliments
- Fun
- Clean
- Range of services
- Access

2. Where do you want to see GPAS in ten years? What would you like to see us grow? What would you like to see changed?

- Would like to see us get more technologically advanced; a more modern process for volunteer check in/out process and participant registration. Less paper, more computer
- Need more facility space/large facility (x 2)
- Have a year-round program; offer additional programs in additional seasons (x 2)
- Incorporate Hope Lake facility as part of program expansion
- Now that GP Resort is year-round, GPAS should become year-round too
- Increase adaptive equipment – keep adaptive equipment current/up-to-date
- Make PSIA certifications more available and affordable
- Additional programs – maybe add tubing into winter program. Utilize what we already have access to at GP Resort
- Keep GPAS program close, personal and easily accessible – make sure to maintain family/community atmosphere when modernizing and expanding
- More fundraising on a bigger scale
- Have paid director to oversee fundraising efforts
- Continue 5k walk/fun event, add additional fundraising events (i.e. triathlon)
- Increase exposure of GPAS in community (i.e. TV, newspaper, etc.)
- Targeted marketing – reach out to potential clientele at residential schools that would benefit from GPAS but do not know about program.
- Meet long-term goals with preparedness. Smart growth – don't want too many participants and not enough volunteers and/or equipment
- Tap into colleges for internship opportunities
- Open program up to include weekdays programs in addition to Sat/Sun programs
- More flexible schedule/time
- Access to the coat closet and equipment room

- Set-up exchange program. GPAS sends 3 people to another mountain and that mountain sends 3 of their instructors over. We can see how other mountain do things, various techniques and strategies for teaching lessons, etc.
- Add more bathrooms
- Organization of volunteers and assignments on program days
- Better kitchen
- Maintain funding stream that is sustainable in long-term
- Digitize/technology development
- Partner with local colleges and universities
- Develop/grow snowboard program
- Create strategy for volunteers to get to know/recognize participants and vice versa. An idea: have pictures of participants attached to participant's progress sheet, so that instructors can see their face and know who they're working with. Similarly, have volunteers/instructors pictures up on bulletin board in facility so that other volunteers and participants can learn names and recognize faces.
- Create endowment
- Designate a person to oversee fundraising
- Better collaboration and integration with GP Resort
- Have a paid executive director/staff position

FLIP CHART BULLETS from Dale:

- Year round
- Bigger facility, bathrooms, space
- Organization increased in numbers
- Funding consistent
- Increased use of technology
- Scholarships, college connection
- Snowboarding increased
- ID, name tags, pictures, forms, ID
- Endowed, sponsors, foundation
- Greek Peak integration
- Paid staff
- Alternative program options
- Hope Lake connection, tubing
- Certification pathways clearer
- Scheduled trainings
- Keep personality
- Professional staff
- Fundraisers – 5K, triathalons
- Market exposure
- Market to unmet needs
- Smart growth
- Tap colleges for interns, etc.
- Open seven days a week

3. What are the biggest challenges and opportunities you see that face GPAS?

- Organization – Sunday mornings seem disorganized when trying to match up participants with volunteers (figuring out who is here, who is assigned to who, etc). Need a clear structure.
- Use technology to help with organization
- Have strength in numbers – had 100 volunteers sign-up for season pass
- As a volunteer, waiting around to see who is going to show up is difficult. Consider having participants and volunteers login/call ahead/pre-register prior to day of program to help with planning
- Identify additional jobs that volunteers can assist with – sometimes there are more volunteers than participants. Volunteers not assigned on Sundays came to volunteer, so if there is something else we can assist with – let us know.
- More efficient management of volunteers on day of program
- Have more training clinics throughout the season so that volunteers can grow their own skills
- Increase number of youth volunteers, so that there is more peer interaction between volunteers and participants. Have Jr. volunteers – so participants are paired with one adult volunteer and one Jr. volunteer that is closer to the participant's age.
- To increase number of youth volunteers, send out brochures to local high schools. Teens are always looking for volunteer hours and things to put on their resume for college applications. Provide structure to high school students. Most don't drive/have transportation. Have the school bus have a pick-up/drop-off at specific location each week.
- Put brochures at GP Resort main facility to grab attention of potential volunteers. High schools have ski club every Saturday
- With re: to youth volunteers, need to maintain level of mature attitude/responsibility. A lot of parents do not feel comfortable with kids teaching kids.
- Videotape participant and volunteers during a lesson, and post on website so that people can see what we do/what we're about.
- Post tips on the GPAS website re: how to improve ski skills
- Have web-based training
- Use website more efficiently
- Create GPAS facebook page to reach younger populations. Social networking – YouTube, etc.
- Have sibling program, for participants with disabilities as well as their siblings who do not have a disability to take part in together. Parents don't know what to do with their other children when they bring their child with a disability to ski.
- Use colleges to help with technology update and modernization.
- Have a formal application process for scholarship program. We accommodate everyone with financial aid now, but there is nothing in writing.
- What do we do for alternative programming – in the event participants have already arrived and facility and weather conditions that prevent us from taking participants out on the snow?
- Financial/Fundraising (x 2)
- Now that GP Resort is year-round, GPAS should consider using Hope Lake facilities to expand to year-round as well. Could start kayak or sailing program using lake area.
- Growing pains – threat of losing the 1:1 participant/volunteer ratio and personal experience. Want to make sure we have smart growth.
- Have sign-ups and formal schedule for volunteers and participants vs. walk-ins
- Create better balance of planning and scheduling

FLIP CHART BULLETS from Dale:

- Financial, fundraising
- Volunteers
- Hope lake, pool, lake
- Growing pains
- Pre-registration process, technology use
- Planning, scheduling (clarity)
- Work on fund-raising
- Organization
- Access to equipment and supplies
- Network with other programs
- Scholarship program
- Bi-ski
- More peer interaction
- Junior volunteer program
- Quality control
- Training techniques, web-based
- Social networking, youtube
- Sibling program and family
- College tech use

4. What is your impression of the mission statement? What do you like about it? What would you change about it?

- Like that it says snowsports experience and skill development. Some participants want to come and have fun/slide down the hill while others are really serious about learning to ski
- Thinking of the 10 year plan – change “snowsports” to “adventure sports/outdoor recreation” once the program has expanded to include summer activities
- Like that it says “safe”
- Might change it to say “positive and safe environment”
- Add “most advanced adaptive equipment”
- Shorten the mission statement, delete some of the “ands”
- What about “fun”
- Add something re: social connections/community aspect of program
- Mission statement does not sound like a complete sentence
- Statement sounds institution versus community-based
- Add “recreation” or “recreational”
- Add something re: “independence”
- Have a wordsmith look at it and change up some of the words
- “lighten up” the statement
- Have first paragraph talk about fun, skills, recreation independence, etc. Then have a second paragraph that lists out qualified instructors, adaptive equipment, training, PSIA/AASI instructors, etc.
- Who is the mission statement for? Our participants? For us? For grant writing?
- Have a vision statement in addition to the mission statement

FLIP CHART BULLETS from Dale:

- Expand to year round scope

- Stress safe environment
- Advanced equipment
- Keep personal, friendliness
- Long
- Add FUN
- Not complete sentence?
- Lighten up
- Add RECREATION to first part of sentence
- Wordsmith it
- Client independence
- Clear short statement and clarifications

5. What do you think are, or should be, the core values that guide GPAS?

- Necessary to keep personal/family feel to program
- Fun (x 2)
- Safe
- Respect
- Integrity - people do what they say they're going to do (x 2)
- Inclusion
- Cooperation
- Knowledgeable/training/skill & techniques
- Flexible to participant needs
- Welcoming
- Friendly
- Adaptive
- Compassionate (x 2)
- Personalized
- Program is all volunteers – we are here because we want to be here
- Learning
- Teaching
- Acceptance
- Commitment
- Professional growth
- Building friendship
- Patience
- Courtesy
- Perseverance
- Belief in our participants
- Believe in ourselves/Confidence

FLIP CHART BULLETS from Dale:

- Fun
- Safe
- Respect
- Integrity

- Inclusion
- Cooperation
- Helpful, needs
- Knowledgeable
- Welcoming, friendly
- Compassion, real
- Flexible
- Personal
- Safe, fun. Learning
- Teaching acceptance
- Commitment
- Patience
- Contribution
- Courtesy
- Perseverance
- Belief in participants and self
- Professional growth and confidence
- friendships