

MISSION

To inspire and develop student-athletes through innovative and accessible ski and snowboard programs that provide opportunities to pursue personal excellence in snowsports and life.

VISION

World-class competitive skiing and snowboarding staff, programs, and facilities that build champions in sport and life.

VALUES

● Fun ● Commitment ● Teamwork ● Sportsmanship ○ Competition

Building Champions in Sport & Life Since 1938!

PILLAR 1

ATHLETIC & PERSONAL EXCELLENCE

PILLAR 2

ORGANIZATIONAL LEADERSHIP & SUSTAINABILITY

PILLAR 3

TEAM, CULTURE, & COMMUNITY



PILLAR 1

Athletic & Personal Excellence

PRIMARY OBJECTIVES

1. Increase retention & diversity of middle school age (U14) and older athletes.
2. Refine & enhance post graduate (PG) programs to provide personalized enrichment & advancement for local student-athletes.
3. Develop goal setting and curriculum in alignment with US Ski & Snowboard long-term athlete development systems for the full athlete cycle within JHSC.



PILLAR 2

Organizational Leadership & Sustainability

PRIMARY OBJECTIVES

1. Stronger mutual venue partnership & schools.
2. JHSC is perceived as the preeminent competitive youth snowsports organization in the region.
3. Self-sustaining operating budget and long-term scholarship support funded by donations, sponsorships, and grants.
4. Facility improvements and enhancements. Requirements are to be defined, planned and budgeted annually.
5. Attract, develop, and retain an exceptional & diverse staff to match organizational/program goals.



PILLAR 3

PRIMARY OBJECTIVES

Team, Culture, & Community

1. Create, retain, and cultivate the JHSC Community to ensure internal and external audiences understand and support our mission and role in the region.
2. Foster a culture of belonging, commitment to, and love of snowsports for active athletes, parents, and families of JHSC.
3. Increased inclusion & diversity in JHSC enrollment. Maintaining and improving programming accessibility for all.



PILLARS 1 - 3 // YEAR 1 GOALS // YEAR 3 GOALS

PILLAR 1

ATHLETIC & PERSONAL EXCELLENCE

PILLAR 2

ORGANIZATIONAL LEADERSHIP & SUSTAINABILITY

PILLAR 3

TEAM, CULTURE, & COMMUNITY



PILLAR 1 - ATHLETIC & PERSONAL EXCELLENCE - Year 1 Goals

| Goal | Description/Actions | Metric for success | Deadline | Cost |
|--|--|--|--|--|
| Increase retention and diversity of middle school age (U14) and older athletes. | Reduce rate of attrition as athletes advance to higher levels. | 1. Ability for athletes to stay within JHSC, transition to other JHSC programs. | 1. 2024-25 registration | \$ - Staff effort |
| Refine & enhance post graduate (PG) programs to provide personalized enrichment & advancement for local student-athletes. | Outline PG program; staffing requirements, athlete financial needs, housing, internship, college counseling, training, academic, etc. Program cornerstones are athletics, careers, academics and service. | 1. Defined PG pathway including athletics, careers, academics, and service. 2. Annually refine the athletic standards that JHSC athletes have the opportunity to meet within JHSC programs. | 1. Q2 2024 2. Early 2024 | \$ - Current staff and board efforts \$ - Staff effort |
| Develop goal setting and curriculum in alignment with US Ski & Snowboard long-term athlete development systems for the full athlete cycle within JHSC. | Establish database for every athlete and coach to document and organize age specific annual (or more frequent) goal setting. Standardize format across all disciplines for goal setting and goal review process. | 1. Database selected and file formatting established. 2. Goal setting standardized for Winter 2024-25. 3. All coaching staff trained on process. | 1. Q2 2024 2. Q3 2024 3. Q3 2024 | \$ - Board and staff research plus software cost \$ - staff effort \$ - staff effort |

PILLAR 1 - ATHLETIC & PERSONAL EXCELLENCE - Year 3 Goals

| Goal | Description/Actions | Metric for success | Deadline | Cost |
|--|--|---|---|---|
| <p>Increase retention and diversity of middle school age (U14) and older athletes.</p> | <p>Specifically address retention of female athletes at U14 and above. Defined pathway and scholarship opportunities for Coombs Outdoors participants to remain in JHSC programs at U14 and up.</p> | <ol style="list-style-type: none"> 1. Approximately 40% female participation across all programs/teams. 2. # of Coombs Outdoors participants in U14 aged programs and beyond. | <ol style="list-style-type: none"> 1. 2026-27 Season 2. 2026-27 Season | <p>\$\$ - <i>Scholarship</i></p> |
| <p>Refine & enhance post graduate (PG) programs to provide personalized enrichment & advancement for local student-athletes.</p> | <p>PG program is established and supported. Local PG candidates stay with JHSC and spots are available for PG participants from outside JHSC to join the program. PG program includes an array of local internship and service opportunities, housing options, academic opportunities, and college counseling.</p> | <ol style="list-style-type: none"> 1. Define and support relation of PG program to current JHSC program offerings, addressing staffing levels as needed. 2. PG program enrollment matches the need of the JHSC membership - ideal enrollment of 4 athletes per discipline (that support PG programs). 3. Develop housing options for potential PG athletes - boarding, possible local Alum engagement, rentals, rooms available. | <ol style="list-style-type: none"> 1. 2026-27 Season 2. 2026-27 Season 3. Early 2025 | <p>\$\$ - <i>Staff effort, hiring, and housing</i> \$ - <i>Staff and marketing</i> \$\$ - <i>Staff and board effort</i></p> |

PILLAR 2 - ORGANIZATIONAL LEADERSHIP & SUSTAINABILITY - Year 1 Goals

| Goal | Description/Actions | Metric for success | Deadline | Cost |
|---|---|---|----------------------|------|
| Stronger mutual venue partnerships & schools. | Reframe and formally document Club's relationship with venue and academic partners. Community benefit "the whole is larger than the sum of the parts" | MOUs in place with <ul style="list-style-type: none">a. local partner schoolsb. JHMRc. SKMd. TCR Multi-year MOUs and where possible binding agreements that are reviewed annually. | Begin 2023-24 Season | \$ |

PILLAR 2 - ORGANIZATIONAL LEADERSHIP & SUSTAINABILITY - Year 1 Goals

| Goal | Description/Actions | Metric for success | Deadline | Cost |
|--|---|---|---|-----------------|
| <p>JHSC is perceived as the preeminent competitive youth snowsports organization in the region.</p> | <p>Brand awareness, perception and message, all emphasize values through programming and actions. JHSC reputation, high quality, integrity focused. Demonstrate leadership and expertise through relevant community programs enhancing our alliances. A good coach is a great mentor.</p> | <ol style="list-style-type: none"> 1. Annual surveys, feedback from sponsors & partners. 2. Fundraiser match goal's met. 3. Willingness of sponsors to engage and support JHSC = high renewal rates for sponsors. | <p>Ongoing</p> | <p>\$</p> |
| <p>Self-sustaining operating budget and long-term scholarship support funded by donations, sponsorships, and grants.</p> | <p>Adjust tuition based on operating budget and Board approved tuition % model. Develop and fund endowments through donations and sponsorships.</p> <p>Hire a Development/Fundraising Director.</p> | <ol style="list-style-type: none"> 1. Approximate revenue source mix for operating budget: 65% Program Fees, % Development, % Sponsorships/Events, % Club Races. 2. Breakeven operating budget and backfill with donations to fund scholarships; ie. KOSE & JET & BWOE & BCLE & Wes Barron. | <p>2024-25 Season - begin making progress towards 65%</p> | <p>\$\$\$\$</p> |

PILLAR 2 - ORGANIZATIONAL LEADERSHIP & SUSTAINABILITY - Year 1 Goals

| Goal | Description/Actions | Metric for success | Deadline | Cost |
|--|---|--|---|--|
| <p>Improve and enhance facilities, and define, plan and budget for facility requirements on an annual basis.</p> | <ul style="list-style-type: none"> ● Evaluate facility space at SK, TCR and JHMR. ● Rank needs/ wants of each program. ● Hiring a Development/Fundraising Director will support funding for facility improvements/enhancements. | <p>Adoption of facilities plan.</p> | <p>2024-25 Season</p> | <p>\$\$\$\$</p> |
| <p>Attract, develop, and retain an exceptional & diverse staff to match organizational/program goals.</p> | <ul style="list-style-type: none"> ● Reduce turnover of key staff. ● Invest in job-specific skill development and implement best practices to achieve strategic goals. ● Continual refinement and enhancement of programmatic offerings for staff. ● Develop and adopt framework for evaluations of staff. ● Set performance objectives and rating system for coaches and athletes (results, participation, enjoyment, accountability) | <ol style="list-style-type: none"> 1. 65% retention of JHSC Head Coaches each year & keep key staff in JHSC for at least 3-5 years. 2. Conducting annual performance and development reviews pursuant to framework.. 3. Coaches and athletes both meeting performance objectives. | <ol style="list-style-type: none"> 1. 2024-25 Hiring 2. Ongoing 3. Ongoing | <p>\$\$ - <i>Increased incentives (Wage, Bonus, etc)</i></p> |

PILLAR 2 - ORGANIZATIONAL LEADERSHIP & SUSTAINABILITY - Year 3 Goals

| Goal | Description/Actions | Metric for success | Deadline | Cost |
|---|---|--|--|---|
| <p>JHSC is perceived as the preeminent competitive youth snowsports organization in the region.</p> | <p>Brand awareness, perception and message, all emphasize values through programming and actions. JHSC reputation, high quality, integrity focused. Demonstrate leadership and expertise through relevant community programs enhancing our alliances. A good coach is a great mentor.</p> | <p>1. Annual surveys, feedback from sponsors & partners, fundraiser match goals met.</p> | <p>1. Ongoing</p> | <p>\$</p> |
| <p>Attract, develop, and retain an exceptional & diverse staff to match organizational/program goals.</p> | <p>Invest in job-specific skill development and implement best practices to achieve strategic goals. Continual refinement and enhancement of programmatic offerings for staff.</p> | <p>1. Coaches & athletes are both meeting desired performance objectives. 2. JHSC rating system helps to understand enjoyment, participation, accountability. 3. Approximately 40% female staff across all programs/teams.</p> | <p>1. 2025-26 Season 2. 2025-26 Season 3. 2026-27 Season</p> | <p>\$\$ - <i>Research, female staff retention and recruitment, seminars, etc.</i></p> |

PILLAR 3 - TEAM, CULTURE, & COMMUNITY - Year 1 Goals

| Goal | Description/Actions | Metric for success | Deadline | Cost |
|--|---|--|---|--|
| Create, retain & cultivate the JHSC Community to ensure internal and external audiences understand and support our mission and role in the region. | Engagement of lifelong active and/or social membership, sense of belonging, inclusive and welcoming place for snowsports enthusiasts regardless of age and activity. Outreach efforts including greater presence as a Club at strategically selected community events to showcase JHSC's benefit within the region. Develop ways to connect people to their experience with Club. | <ol style="list-style-type: none"> 1. Comprehensive alumni contact list housed in Salesforce including JHSC era, program and contact info. 2. Alumni spotlights in monthly newsletters & social blasts 3. Unique communication to internal audience and external stakeholders | <ol style="list-style-type: none"> 1. 2023-24 Season 2. 2023-24 Season 3. 2023-24 Season | \$\$ - <i>hiring contract Communication Manager, plus additional marketing outreach expense.</i> |
| Foster a culture of belonging, commitment to, and love of snowsports for active athletes, parents, and families of JHSC. | Ensure an inclusive, respectful, and welcoming place for student-athletes, families, staff & BOD. Provide casual opportunities for staff, athletes, Directors, and families to gather and connect throughout the year to socialize and develop a stronger knit community. More frequent communication with parents to improve interaction participant's families. Program wide culture of continuous improvement. | <ol style="list-style-type: none"> 1. Family friendly gatherings on and off the snow at least twice a year 2. Develop systems to recognize respectfulness, empathy, stewardship, thoughtfulness. 3. Increased open rates for newsletters and media engagement, numerical donor participation from JHSC families, parent attendance at races/comps. 4. Exit interviews with athletes/families | <ol style="list-style-type: none"> 1. Ongoing 2. Ongoing 3. Ongoing 4. Ongoing | \$ - <i>minimal expense associated with some of the gatherings.</i> |

PILLAR 3 - TEAM, CULTURE, & COMMUNITY - Year 1 Goals

| Goal | Description/Actions | Metric for success | Deadline | Cost |
|--|--|---|--|---|
| <p>Increased inclusion & diversity in JHSC enrollment. Maintaining and improving programming accessibility for all.</p> | <p>Equivalent representation of community demographics in JHSC enrollment. Expansion of scholarships to make programming truly accessible to defined audience, by phase. Current phase exclusions include one-on-one learning and adaptive programs.</p> | <ol style="list-style-type: none"> 1. Survey current athletes & staff to begin diversity metric within JHSC. 2. Define annual growth objectives for JHSC diversity. 3. Offer Spring Break Camp - focused on outreach 4. Offer scholarship at Senior Scholarship Night | <ol style="list-style-type: none"> 1. 2023-24 Season 2. 2024-25 Season 3. 2023-24 Season 4. 2023-24 Season | <p>\$\$\$\$ - <i>hiring of dedicated Development Director to support fundraising initiatives.</i></p> |

PILLAR 3 - TEAM, CULTURE, & COMMUNITY - Year 3 Goals

| Goal | Description/Actions | Metric for success | Deadline | Cost |
|---|--|--|---|--|
| <p>Create, retain & cultivate the JHSC Community to ensure internal and external audiences understand and support our mission and role in the region.</p> | <p>Engagement of lifelong active and/or social membership, sense of belonging, inclusive and welcoming place for snowsports enthusiasts regardless of age and activity. Outreach efforts including greater presence as a Club at strategically selected community events to showcase JHSC's benefit within the region. Develop ways to connect people to their experience with Club.</p> | <ol style="list-style-type: none"> 1. Maintain registration numbers to satisfy community-wide retention objective. 2. Continually improved opportunities for family engagement | <ol style="list-style-type: none"> 1. 2025-26 Season 2. Ongoing | <p>\$\$ - see Year 1 - annual expense.</p> |
| <p>Increased inclusion & diversity in JHSC enrollment. Maintaining and improving programming accessibility for all.</p> | <p>Equivalent representation of community demographics in JHSC enrollment. Expansion of scholarships to make programming truly accessible to defined audience, by phase. Current phase exclusions include one-on-one learning and adaptive programs.</p> | <ol style="list-style-type: none"> 1. Gender diversity within JHSC staff - 50/50 2. JHSC Scholarship funding increased to satisfy growth objectives. 3. Coombs Outdoors & JHSC partnership understood in the community - active committee to discuss both sets of goals | <ol style="list-style-type: none"> 1. 2025-26 Season 2. 2025-26 Season 3. 2025-26 Season | <p>\$\$\$\$ - see Year 1 - annual expense.</p> |