

Outdoors for All Foundation Long Range Plan



Outdoors for All Foundation Mission:

To enrich the quality of life
for children and adults with disabilities
through outdoor recreation.

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About the Plan

I. Introduction

The following Long Range Plan for the Outdoors for All Foundation is intended to help guide the organization – the Board of Directors, the management and staff, the community we serve and which serves and supports us – into the future.

The plan -

- Sets out a vision for the Outdoors for All Foundation
- Makes explicit the core values and principles that direct us
- States our mission within the community

The plan also identifies –

- Aspirations and objectives for the next seven years
- Profiles of Outdoors for All's stakeholders

II. How

This plan was developed from Board and Staff Planning Retreats, the input of a Long Range Planning Committee and the input of various Board members.

Over time, we will continually seek input on the plan from various Outdoors for All customers and stakeholders. These customers and stakeholders include:

- the participants with disabilities that we serve, their family members and care-givers;
- the volunteers who help us enact our mission;
- Board of Directors;
- staff;
- donors, corporate sponsors, foundations and others that help fund our mission;
- the ski areas, parks and recreation departments and other community and nonprofit organizations with whom we partner; and
- other interested parties.

The plan will be both posted on the Outdoors for All website as well as distributed to various individuals and groups. Feedback from any community member will be welcomed throughout the year, via email, phone or in-person.

III. Why

Two key considerations have shaped the development of this plan:

- commitment to our guiding principles and core values; and
- increasing need for our services.

IV. Use

This plan is intended to help guide the Outdoors for All Foundation.

For the Communities we serve, and which serve and support Outdoors for All, the plan outlines:

- what Outdoors for All is, where we are going, and potential roadmaps to get there;
- opportunities to influence and guide Outdoors for All's growth and development;
- the types of recreational programs and activities that Outdoors for All provides;
- opportunities to provide service and support to Outdoors for All

For the Board of Directors, the plan outlines:

- the issues that will need Board consideration during the coming years, and when they should be on the Board agenda;
- actions and commitments by the Board as a whole, by Board committees, and by individual Board members.

For the Staff, the plan outlines:

- issues and actions to incorporate into annual operating and strategic plans and budgets;
- guidance and direction for creating and expanding programs and activities.

V. Where to:

This plan looks to the future. It is consequently, a dynamic document. It should help keep us focused but it also must be ready for continuous change.

The goals in the plan will be reviewed and revised as we approach the milestones anticipated along each pathway, and as we pass those milestones.

This plan is designed to serve as the foundation for our strategic plan which focuses on a three year horizon and serves as the operating guideline for the foundation. Most importantly, at our annual board and staff retreats, we will revitalize the plan – ourselves and Outdoors for All – by recommitting to our values, our mission, and our (revised) goals.

The Outdoors for All Long Range Plan

I. Outdoors for All Mission:

Mission: To enrich the quality of life for children and adults with disabilities through outdoor recreation.

II. About the Foundation

The Outdoors for All Foundation is a national leader and one of the largest nonprofit organizations providing expert year round instruction in outdoor recreation for children and adults with physical, developmental and sensory disabilities.

Outdoors for All (known until 2006 as “Ski for All”) informally began in 1978 when 15 Seattle area children with disabilities wanted to learn to ski. Thanks to the support of Snoqualmie Summit they were able to do so. One year later in 1979, a 501 (c) (3) nonprofit organization was incorporated: the Ski for All Foundation. In 1979, thirty-five downhill skiing participants learned to ski at Snoqualmie Summit.

Over the years, especially through the 1990s, programming expanded to include off-snow, year-round activities. During that time, day camps for children with disabilities as well as customized group event opportunities were added. In addition, snow sports including snowshoeing, snowboarding and cross-country skiing are now offered.

In 2006, the Board of Directors, with input from the community, voted to change the organization’s name to the Outdoors for All Foundation, to reflect the year-round nature of its mission and programming. The majority of Outdoors for All programming and training occurs in the Greater Puget Sound Area, but does extend across Washington state and occasionally into Oregon, California and Nevada.

Today, more than 2,000 children and adults with disabilities exercise their abilities through a variety of year round outdoor recreational programs. Outdoors for All’s year round programming includes:

Camping	Equipment Rentals
Canoeing & Kayaking	Hiking
Cross-country Skiing	Private Adaptive Lessons
Cycling	River Rafting
Customized Group Events or “Custom Events”	Rock Climbing
Day Camps	Snowboarding
Downhill Skiing	Snowshoeing
Excursions	Water Skiing and Water Sports

III. Outdoors for All Core Values:

The following core values identify the baseline attitudes and beliefs that define the Outdoors for All culture.

Integrity is our backbone, supporting the organization with the highest moral and ethical standards in all endeavors.

Community is our lifeblood, fostering reciprocal relationships among participants, volunteers, staff, partner organizations and supporters.

Accountability is our conscience, honoring a commitment to quality and sustainable services for our stakeholders.

Respect is our soul, caring for the abilities and contributions of all and mindful of the world in which we work and play.

Enrichment is our heart, promoting opportunity, learning, growth and enjoyment.

I. C. A. R. E.

IV. Outdoors for All Vision:

The Outdoors for All vision represents a common goal for the future shared by the Outdoors for All Foundation stakeholders.

People of all abilities will have access to outdoor recreation whenever and wherever they choose

V. Outdoors for All Guiding Principles:

The below principles guide our management of people and programs and day-to-day work at the Outdoors for All Foundation.

1. We will not discriminate in any of our endeavors on the basis of disability, race, religion, sexual orientation or national or ethnic origin.
2. We will focus on safety first, fun second and learning third.
3. We will make decisions with the long-term fiscal health of the organization in mind. We will operate efficiently and will build a financial foundation to ensure the future of the Foundation. Our funding will be self-sustaining; we will pursue and accept governmental dollars on a select and strategic basis.
4. We strive to have economics not be a barrier to participation in our programs. We are dedicated to fundraising efforts in support of financial assistance for Outdoors for All participants.

5. We will exercise innovation and creativity as leaders in the community and when responding to the changing needs of our participants and partners.
6. We are growth-oriented in order to an effort to expand our impact on the community and opportunities for staff and volunteers.
7. We will offer competitive compensation to attract and retain a professional, talented and dedicated staff.
8. We will expect participants and their families and friends to contribute to the financial sustainability of Outdoors for All (to the extent of their capacity) and will facilitate opportunities for them to do so.
9. We will remain mission-driven, but business-minded.
10. We recognize and respect our role in the community as both a benefactor and a contributor.
11. Our commitment to fostering our relationships with corporate and other partner organizations is unwavering. We recognize these relationships as vital to the Foundation's success.

VI. Outdoors for All Aspirations:

The below aspirations describe priority goals for the Outdoors for All Foundation. They represent ambitions and hopes shared by our stakeholders.

1. Outdoors for All will continually work to offer participants with disabilities, their family members and friends:
 - **more outdoor recreation opportunities; and**
 - **higher quality recreation programs.**

We will accomplish this through expanded partnerships, increased volunteer resources, enhanced technology, successful fundraising, additional well-trained staff and a growing fleet of adaptive equipment.

2. Outdoors for All will be known as **a premier provider of year round adaptive and therapeutic recreation both regionally and nationally.** As such, we will serve as an expert resource on the topic to organizations and individuals.
3. Outdoors for All will continually pursue **growth opportunities** in order to reach more individuals with disabilities and better meet their needs both within and outside the Foundation's current geography.
4. Outdoors for All will pursue **funding mechanisms and operating structures** that will sustain an appropriate growth rate.

VIII. Outdoors for All Primary Customers and Stakeholders

A. Participant Profile:

Today, Outdoors for All participants with disability generally reside in the greater Puget

Sound Region. In some cases, we serve participants from communities in other parts of Washington state, California, Oregon and Nevada.

Our model is one of “self reported disability”. The types of disabilities are grouped into:

1. **Sensory** – e.g. visual impairment, hearing impairment, autism spectrum
2. **Physical/mobility** – e.g. amputation, spinal cord injury, multiple sclerosis, muscular dystrophy, arthritis, hip replacement
3. **Mental** – e.g. learning or developmental disability, Alzheimer’s disease, senility or dementia

Due to secondary health problems (common for people with disabilities), some Outdoors for All participants also present with depression, diabetes, heart disease and/or obesity.

An equal number of Outdoors for All participants is male and female. They represent a range of ethnicity, nationality, religion, and sexual orientation. Participants are typically five years old and older. In 2011, Outdoors for All enriched the quality of life for 2,058 children and adults with disabilities through outdoor recreation.

Outdoors for All participants are often times in search of an expanded social network, enhanced communication or physical dexterity skills, increased coordination or range of motion, and/or additional self-control or self-esteem.

Participants (or their care providers on their behalf)) choose participation with Outdoors for All as a way to improve their quality of life, in one or more ways.

The **benefits** of these activities for Outdoors for All participants may include:

- Having Fun
- Heighten Self-Awareness
- Sharpen Cognitive Skills
- Reduce Heart and Lung Risk
- Increase Short and Long Term Memory
- Decrease Confusion
- Elevate Emotional Well-Being
- Reduce Anxiety
- Improve Ways of Coping/Reduce Stress
- Enhance Self-Control
- Promote Adjustment to Disability
- Strengthen Psychological Well-Being
- Build Self-Esteem
- Develop Trust
- Reach Developmental Goals
- Expand Interpersonal Relationships
- Enhance Communication Skills
- Promote Community Integration
- Increase Life and Leisure Satisfaction
- Prevent Secondary Health Problems
- Enhance Quality of Life
- Reduce Long-Term Hospital Stays
- Build Family Unity
- Teach Vital Life Skills
- Minimize Health Care Costs
- Increase Physical Conditioning
- Expand Support Network
- Learn Acceptable Behaviors
- Improve Cardiovascular Functioning
- Avoid Unnecessary Medical Care
- Maintain Productivity
- Contribute to Overall Health

- Enhance Body Image
- Address Psychosocial Needs
- Increase Strength and Endurance
- Acquire Knowledge and Skills
- Manage Chronic Illness
- Expand Range of Motion
- Improve Coordination
- Decrease Social Isolation
- Enhance Decision-Making

B. Volunteer Profile:

Outdoors for All volunteers are usually outdoors enthusiasts eager to share their passion. A volunteer commits anywhere from a few hours to over 100 hours to the Foundation each year. The vast majority of Outdoors for All volunteers are active in our programs, helping to physically instruct or facilitate the adaptive recreation. Other volunteers help in clerical, fundraising, marketing and Board governance capacities.

The minimum age of an Outdoors for All volunteer is 15. Volunteers are equally male and female. Our volunteer base consists of friends and family members of Outdoors for All participants or other individuals with disabilities as well as other community members.

Volunteers contribute to the Outdoors for All mission for fun and for learning. Volunteer involvement ranges from one day of activity to 20+ years of commitment. Volunteers acknowledge feelings of great personal reward from giving of their time and talents to assist participants with disabilities in recreating in the outdoors.

In 2011, Outdoors for All utilized the services of more than 700 volunteers.

C. Outdoors for All Donor Profile:

Outdoors for All receives financial support from donors investing in meaningful programs. Individuals, corporations, public agencies and private foundations make up our donor pool. Our mountain partner resorts provide extensive financial support of the Outdoors for All mission and represent our leading corporate partners. Furthermore, the expansive network of participant family members, friends, colleagues as well as program volunteers is the source of substantial financial support.

Donors are often outdoors enthusiasts and desire to promote access to the outdoors for people of all abilities. The vast majority of supporters live in the greater Puget Sound Region with the biggest percentage coming from greater Seattle and greater Bellevue areas.

D. Partner Organization Profile:

Outdoors for All partners with various schools, parks departments, corporations, hospitals, governmental agencies and other NGOs to deliver its mission. Partnerships involve an exchange of resources and regularly serve to increase access for children and adults with disabilities to Outdoors for All services.

Approximately 90% of our partners are located in Western Washington. Efforts to expand partnerships throughout the state are currently underway.

Ski resorts and other partner organizations appreciate being better able to serve their constituents with disabilities who they might not otherwise as efficiently or adequately serve.

E. Family members/friends of Participants Profile:

Family members have identified an increase in their quality of life, exposure to new recreational options, occasions to socialize with other families and participants, and opportunities for their own respite as some of the direct benefits of Outdoors for All programs.

Outdoors for all offers instruction on specialized adaptive techniques and adaptive equipment which enable families to recreate as a unit.

In many cases, family members also serve as volunteers for and donors to the Foundation. Due to the benefits listed above, family member involvement often post-dates the participant's involvement in our programs.

To comment on this plan, or to request a copy of the current Outdoors for All Foundation Strategic Plan, please contact us:

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And, for more information about the Outdoors for All Foundation, please visit:
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