



**COOMBS
OUTDOORS**
ACTIVATE. ENGAGE. EMPOWER.

PLANNING FOR SUCCESS
3-5 YEAR STRATEGIC PLAN

Letter From Our Executive Director

Jackson Hole is a place where residents and visitors alike partake in epic adventures, challenging outdoor pursuits, and scenic experiences. Whether it be climbing one of the dramatic Tetons, skiing one of Jackson's famous runs, or floating down the Snake River, outdoor opportunities are abundant in this valley. These experiences bring us stress relief, inspire and motivate us to face bigger challenges, provide meditative time in nature, and inherently expand our network and community. The benefits of spending time outdoors are highlighted and proven in scientific studies, and outdoor activity is being prescribed to improve both mental and physical health.

A portion of the Jackson Hole community, although living in close proximity to many of these opportunities, face significant barriers to outdoor recreation access. Things like finances, culture and language, family schedules, lack of generational knowledge of recreation opportunities, and a harsh climate can present obstacles for participation in outdoor activities for many working Jackson families. When families aren't participating in Jackson's outdoor recreation culture, they are not only missing out on the mental, emotional, and physical benefits of these activities, they may also experience increased feelings of exclusion and disconnection from the community in which they live and work.

Coombs Outdoors, originally called The Doug Coombs Foundation, was founded in 2012 by Emily Coombs, wife of late extreme skier and mountaineer, Doug Coombs. While Emily accompanied her son to ski school and soccer practice, she noticed a lack of representation from the full community in these activities. Determined to get more kids outside, Emily started Coombs Outdoors with 28 kids in lessons at Snow King. The first Coombs programs helped pay for ski lessons, rentals, warm clothing and provided support to register and attend ski school. Ten years later, the organization provides the same resources and support and has grown to serve more than 350 local youth annually through year-round programs. While we have grown in size and scope, our goal is still the same - to remove barriers to outdoor recreation so that all local youth can participate, building confidence and a sense of community.

The demand for Coombs Outdoors' services has increased rapidly, as has support from the community in the form of generous donations, strong partnerships, and a team of incredible staff, board members, and volunteers. Programs have grown from skiing in the winter to biking, boating, climbing, hiking, and camping through the summer. Once focused primarily on elementary school students, we now have programs for middle

schoolers centered around mentorship and skill building, as well as opportunities for high schoolers to stay engaged through seasonal internships.

The growth of Coombs Outdoors has been exciting and fast-paced. Looking to the future, we are committed to moving ahead with intention and thoughtfulness. With this new strategic plan, developed with input from board and staff as well as parents and families, we have prioritized securing resources, building internal capacity, strengthening partnerships, creating evaluation and impact metrics, and investing in our people. As we work towards the goals and objectives laid out in our new 3-5 year plan, Coombs Outdoors will become a more stable, efficient, and successful organization. We will be able to serve more youth through innovative, inclusive programs that bring us closer to our vision of a community in which youth feel supported, connected, and inspired.



Jenny Wolfrom Holladay
Executive Director



VISION

We envision a community in which youth feel supported, connected, and inspired.

MISSION

Coombs Outdoors empowers local youth to grow and thrive by reducing barriers to outdoor recreation through programs, mentorship, and community building.

VALUES

A strong set of values is critical to the success of our organization, as well as to the growth of our participants. These values are the foundation of our organizational culture, guide our day-to-day operations, and provide a standard for our youth to strive for in their relationships, communications, and adventures.

BELONGING

We are committed to strengthening feelings of belonging for our youth. Feeling connected to the Coombs community and the greater community of Jackson Hole can improve their motivation, mental and physical health, and overall happiness.

EMPOWERMENT

Our goal is to inspire youth in their daily lives. We believe our programs are opportunities to gain confidence and independence through active participation and mentorship.

GROWTH

We provide a safe, supportive space and transformative outdoor experiences where youth can challenge themselves, develop new skills, and overcome doubt.

FUN

Local youth face many challenges in their everyday lives. Our programs provide a break from stress caused by school, family, and screen time. Prioritizing fun creates strong social bonds and memorable experiences, boosts energy and productivity, and keeps kids returning to our programs.

ADVENTURE

Coombs creates and facilitates adventures large and small. Adventure creates tolerance for adversity and helps youth build resilience through new and unique experiences.

Photo Credit: Zach Montes



WHO WE SERVE

Coombs Outdoors serves local youth that want to experience outdoor recreation opportunities, but face one or more barriers to participation.

The barriers that Coombs kids face include:

- Economic
- Cultural
- Gear and transportation
- Scheduling and time management
- Lack of representation
- Lack of knowledge or awareness of outdoor recreation opportunities

WHERE WE SERVE

Teton County, Wyoming and the immediate surrounding area.



Program Outcomes

Teton County youth grow up through our programs from Kindergarten through high school, building community, confidence, and skills along the way. For our youngest participants, programs are a chance to play, try new activities, and get comfortable in outdoor spaces. For older kids, programs provide an outlet from challenges at school or at home, time with friends away from screens, a chance to develop new skills, and even an opportunity to develop professional skills at internships in the outdoor industry. Experiences spill over into the wider community as well, as kids begin to recreate with friends or family outside of Coombs programs.

Regardless of age, our programs have three specific intentions and outcomes.

BUILD A SENSE OF COMMUNITY & BELONGING

Inclusion in activities that are significant to our local community and culture helps youth feel that they are able to connect with peers and feel valued by others.

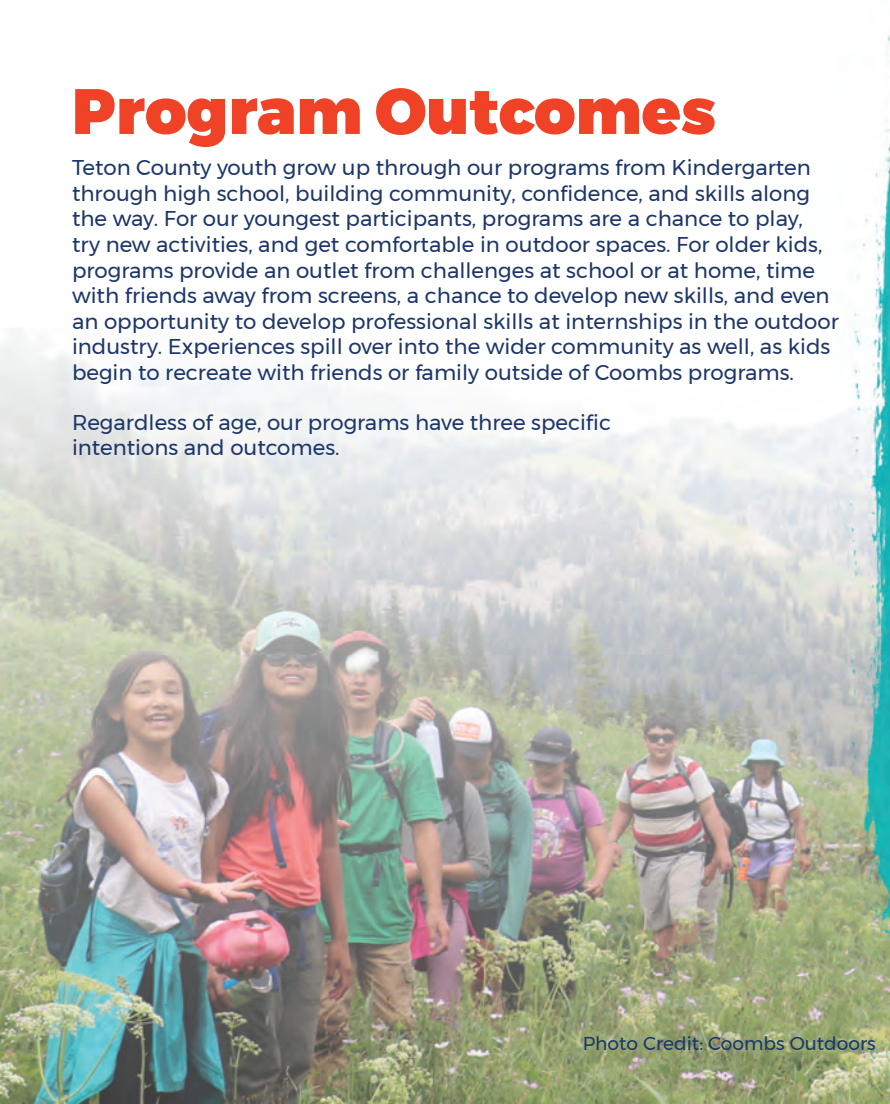
INCREASE SELF-WORTH & CONFIDENCE

Access to outdoor recreation provides opportunities to complete challenging tasks, feel a sense of accomplishment, develop self-respect, and feel respected by others.

IMPROVE MENTAL HEALTH & EMOTIONAL INTELLIGENCE

Regular recreational activity and time outside with peers provides youth with an escape from stressful situations, builds coping and conflict resolution skills, and helps build structure and routine.

Photo Credit: Coombs Outdoors



Strategic Goals

We see an ever-growing demand for affordable, accessible outdoor programs. With this new strategic plan, we're laying out a clear roadmap to build our resources, grow our programs, and make our vision a reality.

In order to improve our programs and their outcomes, we need to strengthen our organization as a whole. We have set the following goals in our new strategic plan.

Goal 1: Strengthen Financial Sustainability

Goal 2: Evaluate Program Impact and Identify Opportunities for Growth

Goal 3: Maintain and Support Staff Excellence

Goal 4: Improve Organizational and Operational Capacity



Goal 1: Strengthen Financial Sustainability

EXPAND FUNDRAISING CAPACITY

The demand for our programs continues to grow. Meeting that demand requires increased resources and the capacity to acquire and sustain them. We will focus on building a development team that can support our administrative and development efforts, providing staff with the resources, skills, and knowledge needed to reach the goals of the organization. We will engage with the board at a deeper level to create a culture of fundraising, inspiring board members to work in partnership with staff to improve donor cultivation and relationship management.

DIVERSIFY SOURCES OF ANNUAL REVENUE

Several untapped opportunities exist to grow and diversify our annual revenue. We will increase broad-based community support for our work by expanding individual donor support across all giving levels, launching a well-defined corporate sponsorship program, exploring additional foundation funding, and applying for targeted grant opportunities.

LAUNCH A PLANNED GIVING CAMPAIGN

We will provide donors with the opportunity to identify Coombs Outdoors as a beneficiary in their estate planning. Establishing a formal Planned Giving program can provide a significant and meaningful way for donors to support our work.





Goal 2: Evaluate Program Impact and Identify Opportunities for Growth

UNDERSTAND EFFECTIVENESS OF EACH COOMBS PROGRAM TO GUIDE STRATEGIC RESOURCE ALLOCATION

To ensure our programs are effective, we need to measure and understand their impact. We will create a set of metrics to evaluate and track outcomes for each of our programs.

We will also develop a cost-analysis framework that measures resources spent per participant per program by age and season. These evaluation tools will allow us to establish growth expectations and allocate resources appropriately across programs.

LEVERAGE AND GROW THE COOMBS OUTDOORS PARENT COUNCIL

Our participants' parents are a powerful resource in understanding how our programs are working and meeting our community's needs. We have created a Parent Council, and will establish a formal schedule for surveys and meetings to gather feedback. We will also develop a network of parent volunteers and incorporate more opportunities for parent or family involvement in programs. We believe this will not only improve our programs for participants and strengthen our Coombs community, but will also encourage a more inclusive outdoor recreation community in Jackson overall.

EVALUATE POTENTIAL FOR PROGRAM GROWTH

We see an ever-growing local demand for our existing programs as well as programs we do not yet offer. We will identify additional areas of need based on community feedback, prioritizing continuous, K-12 services for our existing Coombs participants. We will build partnerships with organizations and businesses that can supply services, provide support, and expand our outdoor programming possibilities. We will continue to develop programs that serve high school students and prepare participants for post-high school graduation.

We are aware that there may be a need for programs like ours in other nearby communities. We will monitor the demand for regional program growth, and explore opportunities for funding and resources to make it possible.

Goal 3: Maintain and Support Staff Excellence

PRIORITIZE STAFF LEARNING, GROWTH AND JOB SATISFACTION

Coombs Outdoors is committed to supporting the incredible staff who are critical to the success and growth of the organization. We will encourage professional growth by providing opportunities for professional development and continuing education. We will focus on management and leadership training, skill development, mentoring, greater inclusion in decision-making, defined roles and internal career paths and ensure staff members have the flexibility to enjoy the same activities that we prioritize for our participants.

HIRE QUALIFIED STAFF THAT REFLECT OUR COMMUNITY DEMOGRAPHIC

We will prioritize hiring seasonal and year-round staff who reflect the community that we serve. We will continue to provide internship opportunities within Coombs summer, winter, and afternoon programs for high school participants to develop leadership and professional skills. We will recruit for new positions through the Coombs network and encourage former participants to apply for open opportunities.





Goal 4: Improve Organizational and Operational Capacity

INCREASE REPLICABILITY OF SEASONAL PROGRAMS

To run consistent and efficient programs, we must develop and document our processes. We will create an Annual Plan that outlines workflow and timeline for specific program elements, tasks, and deadlines. We will also implement systems and technology that allows for streamlined participant tracking, applications, and communications. With our program partners, we aim to develop formal, renewable agreements to ensure consistent, meaningful relationships. We will also dedicate resources to manage a successful and productive year-round volunteer program.

PLAN FOR FUNDRAISING AND COMMUNICATIONS SUCCESS

Our fundraising and communications efforts can benefit from improved processes and technology. We will invest in streamlining and maximizing our existing software and seek additional training, resources, and report functions to make our work more efficient. We will improve and grow our communications processes and strategy overall through analytics, website expansion and organization, and streamlined social media platform management.

SUPPORT A HIGHLY ENGAGED BOARD

We will create and distribute resources designed to help our board members be effective leaders and successful ambassadors for the organization. We will identify training opportunities for board members to improve and develop critical skills, from fundraising to diversity, equity, and inclusion (DEI) practices.



Coombs Outdoors
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THANK YOU FOR YOUR SUPPORT!

We believe every local kid should feel included in this special community. Your support helps us work toward that vision by providing even more programs for even more kids, helping them build confidence and community through outdoor adventures. Through this updated Strategic Plan, and with your enthusiasm and support, we can better meet the needs of our community's hard-working families. Thank you!

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