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# Strategic Plan Summary

## Roundup River Ranch Strategic Plan Executive Summary (FY2019-FY2023)

The guiding principles of the Roundup River Ranch FY2019-FY2023 strategic plan are sustainability, excellence and growth. These guiding principles are consistent with the current strategic plan (2016-2019) and have continued to be developed to further define the long-term vision and plans for Roundup River Ranch. This strategic plan is a dynamic working document that will continue to evolve as the plans are implemented and goals are achieved. This document was created for a five-year timeframe and is intended to provide guidance in defining priorities to support annual goal setting. The strategic plan will be evaluated and revisited on an annual basis to by the CEO, board and staff to ensure alignment and progress of the plan.

The principles of sustainability, excellence and growth are interconnected and should not be viewed in isolation. In the context of the strategic plan, sustainability is a core tenant of excellence; growth should be examined through the lens of excellence and sustainability. To ensure interconnectedness of each principle is considered, this strategic plan was developed asking the following questions:

- 1) How does this plan advance organizational excellence?
- 2) Are the principles and core strategies of this plan aligned with the goals of sustainability?
- 3) Do the goals for growth put excellence and sustainability first and are the plans consistent with organizational mission, vision and values (guideposts)?

**Excellence:** Excellence shall be defined as an ongoing effort to implement and adhere to best practices in the fields of nonprofit management, governance, youth development programming, fundraising, financial management, medical compliance, facilities management and human resource development. The CEO, board and staff will consistently take measures to evaluate and benchmark the success of excellence within the organization. The following factors will drive excellence within Roundup River Ranch:

- Clear and effective mission, vision and values that are in alignment with the strategic plan and align one another.
- Accountable and visionary leadership.
- Regular measurement of organizational and program impact through evaluation and performance reviews.
- Board leadership, oversight and engagement.
- Transparent financial management.
- Responsible and sustainable fundraising.
- Strong internal and external communication practices.
- Safety and legal compliance.
- Staff retention, engagement and ongoing performance feedback.
- Organizational cultural alignment.

**Sustainability:** Sustainability shall be defined as the organization's ability to be financially sustainable over the long-term providing the ability to fulfill our mission. Sustainability should be considered in conjunction with excellence and through a variety of lenses including financial sustainability, board governance, leadership succession planning, adaptability, strategic planning, and staff retention.

- Board development and recruitment: continue to build a fundraising board that is representative of the geographic make up of our camper population, represents diverse sectors and continues to provide meaningful introductions to prospective donors and partners.
- Financial management and sustainability: continue to build organizational reserves to support long-range sustainability and planning.
- Revenue generation: continue to focus on the priorities set forth by the board of meeting and growing annual operating revenue goals, growing operational and capital reserve, and meeting the capital fundraising needs of Roundup River Ranch.

- Succession planning: ensure there are plans in place that support the potential transition of key leadership positions within the organization.
- Staff Retention: supporting our staff to grow professionally and personally to enhance their skills and further advance the mission of Roundup River Ranch.
- Preventative maintenance and upkeep: Ensure that the current facilities are maintained and kept in the best possible condition through preventative maintenance and upkeep.

**Growth:** Growth must always be considered with financial sustainability and excellence in mind. Growth may take shape in a variety of ways and may occur through paced, incremental growth, or through a comprehensive effort that would require significant resources to achieve desired growth. Regardless of the timeline to implement the desired growth strategies, the following principles will guide growth strategies throughout the strategic plan timeline:

- Incrementally increase the number of campers served over the course of this strategic plan.
- Increase engagement and touchpoints with campers and stakeholders. Examples might include increasing day experiences such as Camper Reunions and Camper Ambassador programs.
- Further update and refine the site master plan based on the most recently approved PUD and capital growth plans.
- Take the next steps to build out camp and grow on-site programming by researching the costs, infrastructure needs, timelines and priorities for future capital projects.
- Research and explore fundraising feasibility of the two options below:
  - An all-inclusive comprehensive fundraising campaign to support multi-year organizational needs (Annual operational support, reserves, endowment, capital and program growth).
  - A combination of growth strategies in an incremental capacity (i.e., adding camp sessions, incrementally adding facilities and/or cabins, adding new low-cost program areas, increasing off-site programs).
- Continue to expand integrated and mutually beneficial partnerships to support camper, volunteer and staff recruitment and medical excellence.
- Explore and develop geographic recruitment strategies that are in alignment with medical partners and their geographic areas served within driving distance to the Camp site.

