



Roundup River Ranch Approved Strategic Plan

Approved by the Board of Directors on 02/22/2019

Roundup River Ranch Strategic Plan 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 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 on an annual basis 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. The 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 is defined as an ongoing effort to implement and adhere to best practices throughout the organization. The CEO, board and staff will consistently take measures to evaluate and benchmark levels of excellence within the organization.

Sustainability: Sustainability shall be defined as the organization's ability to be financially sustainable, ensuring the long term ability to fulfill our mission with excellence throughout the organization.

Growth: Growth must always be considered with financial sustainability and excellence in mind. Growth may occur in a variety of ways, including paced, incremental growth, or through a comprehensive effort that would require significant resources to achieve desired growth.

ORGANIZATIONAL STRATEGIC PLAN

Executive

Excellence and Sustainability

The CEO will report to the board and engage in dialogue on progress toward excellence and sustainability in line with the following annual measurements:

- Ensure alignment between mission, vision, strategic plan, goals and values.
- Maintain a strong partnership with the board of directors.
- Ensure strong leadership of the staff.
- Lead strategic development and planning in conjunction with the board and staff.
- Ensure strong financial and operational oversight and transparency.
- Ensure effective general administration and compliance.
- Cultivate and steward donors and key stakeholders.
- Facilitate thoughtful executive succession planning.
- Ensure effective executive team performance review and accountability.
- Support and build a learning organization.



Roundup River Ranch Approved Strategic Plan

- Lead positive cultural development and alignment.
- Further develop and revise the organizational vision to be in alignment with long-term growth strategies.

Growth

Lead the organization in the implementation of the strategic plan and ensure that the plans for growth are in alignment with the organizational needs, goals and plans.

Camp Program Management

Camp program management is inclusive of residential life, activities, volunteer services and emergency planning.

Excellence and Sustainability

- Achieve an excellent camp experience and mitigate organizational risk and liability, and develop emergency planning through the implementation of compliance (CDHS, health department, PUD), accreditation (ACA) and criteria (SFCN).
- Focus on camper development of joy, friendship, and confidence through 21st-century skill development (including but not limited to collaboration, creativity, critical thinking, communication).
- Utilize evaluation and assessment tools to ensure continued excellence and measure camper impact.
- Continue to take part in and lead research related to camper experiences and camp impact.
- Continue effective staff and volunteer recruitment, education, engagement, development, and retention that supports camper needs.
- Assess needs and trends in the camping, recreation and youth development industries.

Growth

- Serve the maximum number of campers possible with the available resources and without compromising excellence.
- Continually examine the camp calendar to ensure the camp schedule is maximized to offer the greatest number of sessions possible within the scope of staffing, volunteerism, facility, and budget.
- Increase engagement and touchpoints with campers and stakeholders. Examples might include increasing day experiences such as Camper Reunions and Camper Ambassador programs.
- Provide a richer and more varied experience at camp by expanding activity areas and exploring local partnership opportunities.

Facilities

Excellence and Sustainability

- Ensure that the current facilities are maintained and kept in the best possible condition through preventative maintenance and upkeep.
- Ensure thoughtful dialogue and planning for the systematic, detailed operation and maintenance of Camp buildings and grounds as well as future facility planning to support campers, families, staff, and volunteers.
- Provide fiscal oversight through the development and management of short-term and long-term capital, operating and maintenance budgets (i.e. capital reserve and maintenance schedule).



Roundup River Ranch Approved Strategic Plan

- Monitor the impact of operations and utilize the site plan created collaboratively by the staff and board of directors, as outlined in the PUD.

Growth

- Further update and refine the site master plan based on the most recently approved PUD and capital growth plans.
- Be prepared to 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, if and when directed the board of directors.

Finance

Excellence and Sustainability

- Translate the long-term vision into a coherent financial plan.
- Annually create a board-approved budget that supports the long-term vision.
- Proactively communicate to the CEO, board and staff any significant deviations from budget and develop recommendations for actions as necessary.
- Create and follow policies and procedures that ensure clean and unmodified audited financial statements.
- Provide the tools and resources to support financial literacy throughout the board and staff.
- Increase the operating reserve to one year with a minimum of 9 months throughout the fiscal year. Reserve minimums will be set relative to the annual budget.
- Build capital reserves equivalent to 1 year of depreciation expenses (as measured at the end of each fiscal year) with ongoing facility maintenance being funded in the annual operating budget.
- Proactively and regularly identify successes and threats to sustainability goals and communicate findings to CEO, board, and staff.
- Revise and implement an updated forward funding policy for incremental operational costs for future capital projects and improvements.

Growth

- Work in partnership with the executive team to determine cost of capital priorities for on-site build out of the camp site in the near and long-term future.
- Provide the CEO, board and staff with timely financial projections and analysis to support decision-making concerning growth as approved by the board.
- Proactively and regularly identify financial successes and threats to growth initiatives and communicate findings to CEO, board, and staff.

Fundraising

Excellence and Sustainability

- Achieve annual operational fundraising goals, including sustaining current operational needs and meeting annual growth projections.
- Strive to grow annual fundraising across diverse sources of revenue.
- Increase the operating reserve to one year with a minimum of 9 months throughout the fiscal year. Reserve minimums will be set relative to the annual budget.
- Build capital reserves equivalent to 1 year of depreciation expenses (as measured at the end of each fiscal year) with ongoing facility maintenance being funded in the annual operating budget.
- Develop fundraising contingency plans.



Roundup River Ranch Approved Strategic Plan

- Establish an endowment fundraising goal for the near and long-term.
- Continue to expand the geographic footprint of fundraising efforts.

Growth

- Expediently research and explore feasibility of the two options below for a board decision within the first year of the strategic plan:
 - 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).
- Develop a strategy to increase building organizational reserves.
- Set a financial goal for building the endowment and determine how and when the return on the investment will be used.
- Anticipate incremental annual budgetary growth to support facilities maintenance, labor, market inflation, and general regional business costs.
- Strengthen our planned giving program to grow the Paul Newman Legacy Society.
- Launch a program among the board and key stakeholders that will support initial endowment campaign fundraising in the near-term future (i.e. Leaders & Legends).

Governance and Organizational Oversight

Excellence and Sustainability

- Recruit, support, engage and retain an effective full board of directors that is focused on financial sustainability and achievement of strategic direction.
- Ensure board alignment with mission, vision, values, and strategic plan.
- Utilize both objective and subjective criteria to measure board excellence, ensure that practices are flexible and allow for the unique contributions of each individual board member to contribute meaningfully to an excellent board.
- Function as a learning board focused on continual improvement.
- Engage in respectful and effective dialogue and establish good decision-making processes.
- Ensure board committees operate effectively and board leadership succession planning is ongoing.
- Place an ongoing focus on governance structure, including but not limited to committees, and documents that support the organizational objectives.
- Provide ongoing assessment of operations of the board and how the board is advancing the mission, vision, values, strategies and goals.
- Ensure the mission remains relevant to a changing world and that the work remains true to the mission as defined by the board.
- Effective communication with the CEO and a robust performance and compensation review process of the CEO.
- Annual approval of organizational goals that support achievement of the strategic direction.

Growth

- Continue to recruit board members who represent a broad cross-section of audiences that are ethnically, geographically, and professionally diverse.

Human Resources

Excellence and Sustainability



Roundup River Ranch Approved Strategic Plan

- Partner with leaders in applying core measures of HR excellence and sustainability across all departments within the organization.
- Drive a culture that promotes staff engagement and alignment with our values (guideposts).
- Develop sustainable total rewards packages that can be customized to support and enrich the individual both professionally and personally (compensation, benefits, training, career advancement & work life integration).
- Continue to evaluate the market positioning of the total rewards package.
- Measure staff against a performance evaluation program that acknowledges high levels of performance and success on both an individual and organizational level.
- Explore opportunities for sustainable career growth within the context of individual roles through professional development and succession planning strategies.
- Develop sustainable compensation strategy that supports the recruitment and retention of high performing individuals.
- Develop a sustainable staffing model that optimizes performance throughout the organization.
- Demonstrate continued compliance with state and federal employment law.
- Adhere to the administrative standards required for industry licensing and accreditation.

Growth

- Develop financial projections for increasing staffing and market competitive enrichment of the total rewards package.
- Continually evaluate staffing model to support organizational growth needs.
- Continual evaluation of the office needs on the Camp site and elsewhere.
- Continually evaluate housing needs for staff.

Marketing

Excellence and Sustainability

Create eye-catching, inspiring and innovative marketing materials and messages that convey the stories and spirit of Roundup River Ranch through all marketing and communication mediums.

- Continue to increase efforts to achieve best in class marketing and communications to our target audiences and within the markets in which we compete.
- Develop marketing campaigns that target and grow Front Range stakeholder groups.
- Continue to build the brand of Roundup River Ranch through consistency in messaging, fulfilling brand guidelines, and elevating our brand through collateral and marketing materials, advertising and public relations opportunities.
- Expand social media presence that grows, engages and inspires a broad audience and key stakeholder groups that translates to growth in our grassroots donor base, volunteer and camper recruitment.
- Leverage marketing skills and assets across all departments to enhance strategic initiatives.
- Ensure adequate resources (staffing and financial) are available to ensure that marketing remains an organizational priority and can support camper and volunteer recruitment, furthering development efforts, and enhancing organizational awareness.
- Continue to nurture marketing relationships with key marketing partners, media partners, and advertising partners.
- Ensure strong plans and processes are in place for crisis communication.

Growth



Roundup River Ranch Approved Strategic Plan

- Ensure adequate resources are available in marketing for recruitment in all areas that support future growth in campers, volunteers and staff.
- Establish metrics and a percentage spend (in-kind included) on annual marketing efforts to measure success of marketing outcomes.
- Prepare plans and ensure available resources to support any type of major fundraising campaign for future growth.
- Continue to develop strong internal and external communication plans that support greater awareness, strong public relations and further advancing our brand and mission.

Medical

Excellence and Sustainability

- Provide high-quality camper-focused medical care.
- Recruit a medical (volunteer and staff) team with the depth and breadth of expertise to care for the unique needs of our campers and reflects our medical partnerships including, but not limited to, the hospitals, clinics, and voluntary health organizations we work with.
- Focus on camper recruitment that supports our strategic growth objectives and annual goals.
- Continue to establish, cultivate and maintain medical partnerships (with hospitals and other health organizations) that support camper recruitment, volunteer referrals, development efforts, and are mutually beneficial for the partnering organization.
- Continually assess the ongoing need of the camper population served.
- Ensure all medical equipment supports our campers' needs and is well-maintained.

Growth

- 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.

