

Friends of Camp Little Notch

Strategic Plan

September 2021 through August 2024

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EXECUTIVE SUMMARY

The purpose of the Friends of Camp Little Notch 2021 - 2024 strategic plan is to articulate the long-term vision and priorities of the organization, as well as provide a framework for decision-making, growth, and future work over the next three years.

Guided by the Strategic Planning Committee of the Board, the process took place from January 2021 through July 2021, in consultation with strategic planning and fundraising consultant, Nancy Meyers Preston.

In order to build this plan, we engaged the board and evaluated the strengths and weaknesses and developed an understanding of the organization's vulnerabilities through a comprehensive board assessment and a SWOT Analysis. We created a plan that enables us to: leverage our strengths, stop or fix weaknesses, take advantage of the opportunities, and counter any negative effects from external factors.

As a result of this process, the Board committed to focus its efforts on five (5) strategic goal areas: 1) delivering high-quality programs, 2) ensuring financial sustainability, 3) increasing program visibility, 4) stewarding organizational assets, and 5) strengthening leadership capacity. Each goal carries with it several objectives. These are **SMART**: **S**pecific, **M**easurable, **A**ction-oriented, **R**ealistic, and **T**ime-defined.

This strategic plan, by necessity, will impact the culture of the organization. Leadership recognizes this plan will ensure a more systematic management of activities and operations. It will ensure that decision-making is consistent with priorities established in the plan. However, through implementation, it also requires you to identify the changes that need to take place to support the plan. It requires you to identify the new skills that Board members need, and the structure and systems needed. A committed and diverse leadership team will take ownership of the strategic plan to support the agreed-upon goals and objectives. An enhanced Board will allow for more successful fundraising efforts.

While this document has been created, the strategic planning process is not complete. There needs to be a way to ensure that the plan is not only implemented, but monitored, and that stakeholders are held accountable for the plan's success. Every member of the Organization (board and staff) must understand they have responsibility for the success of not only their own, but all of the plans' activities. It is essential that annual operating plans are developed for each goal. These provide details for the upcoming year in the language of objectives, action steps, timelines, and ownership.

It is my hope that the process of planning has energized and focused the Board of The Friends of Camp Little Notch.

VISION STATEMENT

Our vision is a future where people transformed by Camp Little Notch experiences become confident, thoughtful, compassionate, independent thinkers who are accepting of others, and are steadfast stewards of nature.

MISSION STATEMENT

Camp Little Notch provides wilderness experiences to children and adults, shaped by fun and friendship, empowering self-discovery, collaboration within a diverse community, and an appreciation of nature.

VALUES STATEMENT

We value:

- Harmony with Nature – Environmental Stewardship
- Harmony with Each Other – Community Building, Social Consciousness, and Inclusivity
- Harmony with Self – Growth and Wellness

STRATEGIC GOALS

In support of our mission – to provide wilderness experiences to children and adults, shaped by fun and friendship, empowering self-discovery, collaboration within a diverse community, and an appreciation of nature – the following five (5) overarching priorities will inform the decision-making of Camp Little Notch for 2021-2024:

Delivering High-Quality Programs

- We will maintain our signature wilderness programming and expand opportunities to meet the needs of our community.

Ensuring Financial Sustainability

- We will attract and retain the resources necessary to support financial viability and growth.

Increasing Program Visibility

- We will establish the visibility of Camp Little Notch as a leading wilderness camp in the Northeast.

Stewarding Organizational Assets

- We will ensure our resources are valued and protected through best practices.

Strengthening Leadership Capacity

- We will develop strong and capable leaders, staff and volunteers who exemplify the values of the Organization.

PROGRAM GOALS AND OBJECTIVES

Delivering High-Quality Programs
We will maintain our signature wilderness programming and expand opportunities to meet the needs of our community.
The following objectives will help us achieve our goal:
1. Benchmark programs, salaries and benefits at peer camps to ensure we continue to hire high-quality staff at competitive wages, and offer attractive and appropriate programming.
2. Create and maintain annual documentation manual (content, deliverables, outcomes, measurements, etc.) for all programs.
3. Conduct market analysis to understand the gaps that exist between current programming and needs/opportunities (conduct study to uncover opportunities to offer day camp, expansion of ecology nature programming, open camping, wilderness medicine, outdoor leadership, advanced wilderness life support, furnace tours, etc.).
4. Each attendee to complete evaluations upon conclusion of each program for use in program improvement.

ENSURING FINANCIAL SUSTAINABILITY
We will attract and retain the resources necessary to support financial viability and growth.
The following objectives will help us achieve our goal:
1. Increase amount raised by 10% in year one, 20 % in year two, and 30 % in year three through the creation of a comprehensive development plan to attract diversified revenue (individual, major, corporate, foundation, estate planning, endowment).
2. Build comprehensive donor relations program (identify, cultivate, solicit, steward).
3. Build comprehensive grants management program (grants database).
4. Enhance website to optimize online donations (legacy society, planned giving, etc.).
5. Review profitability and impact of programs on an annual basis (considering the use of “Matrix Map” from <u>Sustainability Mindset</u>).

INCREASING PROGRAM VISIBILITY
We will establish the visibility of Camp Little Notch as a leading wilderness camp in the Northeast.
The following objectives will help us achieve our goal:
1. Create and implement comprehensive marketing and social media strategy.
2. Explore collaboration with local organizations annually (e.g., schools, human service agencies, camps, historical societies, recreation programs, 4-H, Cornell Cooperative Extension, etc.); develop measurement tool to quantify outcomes.
3. Increase visibility in regional urban areas (Burlington, Springfield, NYC, Syracuse, Rochester, etc.).
4. Become more active with ACA (presenting, attending, accreditation visitors with other camps, etc.).

STEWARDED ORGANIZATIONAL ASSETS
We will ensure our resources are valued and protected through best practices.
The following objective will help us achieve our goal:
1. Build a comprehensive volunteer property stewardship program (stewards' weekend).
2. Develop and implement an alumnae ambassador program.
3. Develop a long-term capital improvement plan (preventative maintenance and growth).
4. Increase staff capacity to ideal levels based on program and property needs.
5. Develop and maintain an environmental impact plan to protect the CLN land, lake and forests.

STRENGTHENING LEADERSHIP CAPACITY
We will develop strong and capable leaders, staff and volunteers who exemplify the values of the Organization.
The following objectives will help us achieve our goal:
1. Create a board of optimum size (minimum 8, maximum 15) with representation of skills, diversity, and an eye to succession.
2. Enhance board operations/policies and procedures (personal action plans for current and future board members, board orientation, regular financial reporting).
3. Develop personal action plans for staff (to include personal goals, conference attendance, etc.).
4. Develop robust volunteer leadership training program to make volunteers stewards for their specific areas of interest (including an evaluation metric).
5. Evaluate committee structure, define expectations, and create and implement across-the-board decision-making framework.