

# **Outdoors for All Foundation 2009-2012 Strategic Plan Draft 1.2**



## **Mission:**

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

## **CORE STRATEGIC CONCERNS:**

### **THE ECONOMY**

1. Asset depreciation has had a significant negative impact on foundation and trust investments, potentially leading to declines in grant income. Similarly, financial market declines have eroded the wealth of many individual donors and private foundations and may lead to lower contribution levels.
2. Program demand will be affected to some extent by job losses, an increased level of saving by individuals and the wealth effect noted above.
3. Attendance, sponsorship and support for fundraising events such as the gala auction will likely be impacted by a prolonged recession and slow economic recovery. Procurement of auction items, corporate sponsorships and attendance will likely be more difficult to secure in this environment as corporate and personal budgets are reduced and expenses are scaled back.
4. Financial aid requests by participants with disabilities involved in our programs have increased and will increase significantly while at the same time funds available for providing financial aid will be harder to come by.
5. The Outdoors for All Foundation mission will become more meaningful to many stakeholders as jobs and finances become less secure.

### **SUSTAINABILITY**

1. Outdoors for All's fundraising profile must be managed to reflect the plans of the organization. Currently, special event fundraising represents a significant stream of revenue and is important for mission awareness. Event fundraising is, though, relatively inefficient (mission impact per donated dollar), human resource intensive, and can have a finite yield per event. Outdoors for All's ratio of event to non-event fundraising is currently higher than many other nonprofits and signifies a higher risk funding model than optimal. It is a goal for Outdoors for All's emphasis on raising other contributed support (grants, legacies and bequests, individual donations and major gifts) to increase and event revenue will thus become comparatively less relevant (though not in nominal dollars) to Outdoors for All's funding mix.
2. Sustainable business models are an important part of the Outdoors for All mission delivery and recreation program plan. Operating and administrative infrastructure must continue to be supported by reliable and predictable funding. Any infrastructure growth must be preceded by a commensurate growth of funding. Current overall assessments of our operations assume that recreation program activities require a minimum two-thirds fundraising investment to one-third recreation program registration income.
3. The Outdoors for All board and staff should fully understand the costs of potential process improvements and the benefits those technologies can provide.

### **STAFF**

1. The Outdoors for All staff is the foundation's most important asset, and must continue to be managed as such. Staff members are vital to the pursuit of our mission and the delivery of our recreation programs. Fair compensation and benefits will be provided in return for highly

productive, caring and professional work. Adequate but efficient levels of staffing assure high quality programs AND maximum mission impact. Sustainable business models are an important part of the Outdoors for All mission delivery and recreation program plan. In addition to operating funds, realistic plans for human labor and expertise need to be evaluated and compared with available resource options (FT and PT staff, Americorps, work study, interns, volunteers) to assure Outdoors for All is reflecting the true cost of the activity, matching staffing with strategic and community needs, and building programs that are supported for future growth.

2. We will continue to explore talented and cost effective staffing options – including work study positions afforded by our proximity to Seattle colleges as well as Americorps / VISTA staffing.

## **FACILITIES**

1. The location of Outdoors for All facilities can have a significant impact on program delivery, infrastructure costs and participant/volunteer availability among other things. Continued emphasis will continue to be focused on increasing base camp operations from locations such as Magnuson Park in Seattle and Lake Sammamish State Park off I-90.
2. The Outdoors for All board and staff should fully understand the capital and operating costs of any potential facilities as well as the savings or revenue opportunities the new facilities would provide.
3. Currently the split office and operations base is resulting in inefficiencies and increased occupancy expense.
4. The lease for the 2 Nickerson Street office runs until August 2012. Currently there is not sufficient space for all staff at the Recreation Program office in The Brig at Magnuson Park. Executive staff and board will annually review options for additional space and exit opportunities at both locations in order to combine resources and increase operational efficiencies.

## **TECHNOLOGY**

1. Organization staff will continue to identify ways in which technology may help in the improved efficiencies of managing the foundation's business operations and delivery of programs.
2. Database technology improvements can lead to improved administrative, recreation program and fundraising efficiencies. Participant and volunteer profiles containing important medical information and program histories are currently stored in a relatively inefficient system that has not been updated in many years. Centralizing that information and linking the data to a (preferably online) registration system would dramatically improve the efficiency of program operations as well assure compliance with external regulations (ie. HIPAA).
3. Internet technologies (primarily website and email) and social networking options are valuable tools to improve outreach efforts for program demand, fundraising, volunteer opportunities and general awareness of the Outdoors for All mission and require focused attention to meet the increasing demands of tech savvy donors, volunteers, participants, and partnership programs.

4. Advances in adaptive recreation equipment should continue to increase the potential for people with disabilities to recreate in the outdoors. Outdoors for All must keep pace with these advancements and incorporate them into operations when and where appropriate.

## **GEOGRAPHY**

1. Outdoors for All will continue to evaluate the geographic reach of its programs. Consideration will be given to the type of program, the cost-over-distance profile of the program, and the mission impact of the program relative to the cost.
2. Expansion of programs and/or facilities beyond the Puget Sound region will give consideration to sustainability and mission impact.
3. The Outdoors for All board and staff should fully understand the geographic profile of each program, participants served, volunteers and donors.
4. Our recreation programs can only be sustained in new or wider communities when representatives from those communities are partners with us in raising the funds necessary to deliver our programs there and we have an established plan and resources to support their development goals. As such, at least partial funding for our recreation program operations should be coming from the communities in which we are delivering our activities.

## **PROGRAMS**

1. Outdoors for All will continue to strive to provide sustainable year-round adaptive and therapeutic recreation programs.
2. Program costs (direct, allocated and intangible) should be weighed against their mission impact.
3. The “quality versus quantity” balance is a perennial concern. A means to assess this “quality versus quantity” balance must be evaluated for every program and the information shared with board and staff to determine areas for growth, maintenance, and dissolution assessed over the term of this strategic plan.
4. The Planning Committee recognizes that along with this, it is often times easier to secure “approximate answers to specific questions” compared to the reverse of that. The corollary to this axiom is “get us to 70% and we’ll fix the other 30%”.
5. The Outdoors for All board and staff should fully understand the profile of each program relative to mission impact and financial viability.

## **VOLUNTEERS**

1. Volunteers are Outdoors for All’s second most important asset and must be managed as such. Volunteers are key to the pursuit of our mission and the delivery of many of our recreation programs but especially our winter season operations.
2. Volunteer hours represent a significant source of “shadow” funding that should be given consideration in efficiency metrics.

3. The Outdoors for All board and staff should fully understand the profile of volunteers relative to each recreation program and resource development campaign or initiative including the actual volunteer costs, if any, and the hypothetical savings the volunteer labor provides.

### **EXECUTIVE/ADMINISTRATIVE**

1. Executive management of Outdoors for All must be responsible for developing and executing operational plans that will achieve the strategic goals defined by this plan.
2. Management must monitor Outdoors for All's performance relative to generally acceptable metrics for nonprofit organizations and report findings to the board regularly for review. These metrics will include measurements of services provided, efficiency of contributed support and compensation and staffing levels.
3. Board members and Executive staff will seek out nonprofit measurement tools and models to help keep the organizational responsive and compare organizational successes to those of others in our community. One benchmarking method will be to distinguish between Outputs vs. Outcomes. An example of an output is "delivering five ski lessons"; an example of an outcome is "teaching three people how to independently paddle a kayak". We will measure and report on both.

## PLAN OBJECTIVES:

### 2009/2010 OBJECTIVES:

1. Management will make the adjustments necessary to assure that staffing levels and program offerings reflect available sustainable funding.
2. The board will gain a broad but thorough understanding of current Outdoors for All "business" metrics. We will be deliberate in our processes but rather than awaiting "perfect data" we will consider a tactic of seeking out "approximate answers to specific questions" when assessing operations including:
  - o Program profiles: Number of unique individuals in each program and number of "participant experiences" in each program
  - o Outputs vs. Outcomes: An example of an output is "delivering five ski lessons"; an example of an outcome is "teaching three people how to independently paddle a kayak". We will measure and report on both.
  - o Program viability: Summary revenues and expenses for every program (both direct and allocated)
  - o Funding profile: Amount and relative importance of each funding source
  - o Financial risks: Timing of revenues, expenses and potential critical events
3. The board and management will monitor the economic environment and its impact on programs and resource development. Quarterly revenue and metric-based milestones will be determined for both programs and resource development, and expense reductions will be identified as a contingency if those revenue milestones are not achieved. Expense reductions will be determined by executive management, but may include:
  - o Efficiencies gained through focus and commitment to new technologies
  - o Evaluation of staffing levels
  - o Suspension or termination of high-cost, low impact Outdoors for All programs and events.
4. A "toolkit" will be developed to help scope out funding strategies and tactics for Outdoors for All to use and share with others as to how these other community members may help us in expanding our mission in their communities.
5. Management will direct the process of surveying stakeholders to further develop the analysis of every program's mission impact and financial viability profile.
6. Programs serving of the Greater Seattle / Eastside metropolitan area of Puget Sound will be prioritized over programs that serve other areas. Programs in communities outside this region will be considered when these other communities secure funding necessary to pay for these programs.
7. A process to evaluate the inherent stresses between "quality vs quantity" will be implemented by the Planning Committee in 2010.
8. The board will oversee the documentation and implementation of an endowment management plan for the \$250,000 *Thomas H. Maren Winter Program Financial Aid Endowment*. The will be held out as an example of the significant sustaining benefits that Outdoors for All can provide the community as a result of major gifts.

9. Executive staff will oversee the implementation of the Salesforce.com donor management system improving resource development and outreach efforts.
  - o Implementation will include a training plan and roll-out timeline
  - o The system will integrate with a Recreation Program Database solution.
10. Executive staff will work with the Recreation Program Database task force (a subset of the Program Committee) to assess, review and implement a new and significantly improved Recreation Program Database.
  - o Implementation will include a training plan and roll-out timeline
  - o The system will integrate with the Salesforce.com donor management system.
11. The board will recruit and elect a minimum of three (3) new members. Candidates will be sought in areas of expertise including: human resources, healthcare and real estate management.

**2010/2011 OBJECTIVES:**

1. Management will continue to adjust operations based on 2009 analysis and planning efforts
  - o Assess all programs for mission impact and financial viability
  - o Evaluate savings available through the consolidation of administrative and program facilities and functions
  - o Re-establish program and infrastructure cuts made in 2009-2010 if financially viable/sustainable
2. The board and management will implement measures to improve the reliability of funding sources.
  - o We will continue to emphasize a more efficient mix of fundraising sources. Total fundraising revenue from special events will continue to grow but at a relatively lower rate than the growth rate of contributions from individual donors and grant funders.
  - o Fundraising revenue growth will continue to be sought by cultivating individuals and grant funders for their more relational giving -- more so than through event-based contributions which often are relatively inefficient and may be more transactional in nature. By focusing on pursuing more grants and individual contributions we will pursue a 5% or better annual rate of fundraising growth.
  - o Document the grant writing procedures and establish a grant schedule that plans at least one year (while allowing flexibility to pursue opportunities that arise during the year) of upcoming grant application targets including who will lead each grant application.
3. Management will evaluate the geographic reach of all programs including the potential demand of programs beyond priority areas, and the impact of distance on program costs.
4. Management will implement a capital planning process
  - o Identify three to five year equipment and technology replacement/upgrade schedule

- Use capital plan as resource development tool by providing donors specific giving opportunities
5. The board and management will create a more formalized resource development schedule
    - Identify deadlines and critical benchmarks for campaign execution, including accountable individuals
    - Schedule and plan for annual fund requests, including accountable individuals
  6. Define pricing guidelines for all programs
    - Participant demand profile of all programs
    - Cost profile of all programs (start-up and operating)
    - Guidelines for percentage of costs covered by program fee revenue
  7. Recruit and elect a minimum of three (3) new board members

## 2011/2012 OBJECTIVES:

1. The board will create task force to evaluate the two-office organizational structure
  - o Higher costs associated with operating two offices
  - o Mission opportunities of a facility located near outdoor recreation facilities
2. The board and management will evaluate geographic expansion opportunities – especially at Magnuson Park and Lake Sammamish State Park.
  - o Requires sustainability plan and resource identification
3. The board and management will implement measures to improve the reliability of funding sources.
  - o We will continue to emphasize a more efficient mix of fundraising sources. Total fundraising revenue from special events will continue to grow but at a relatively lower rate than the growth rate of contributions from individual donors and grant funders.
  - o Fundraising revenue growth will continue to be sought by cultivating individuals and grant funders for their more relational giving -- more so than through event-based contributions which often are relatively inefficient and may be more transactional in nature. By focusing on pursuing more grants and individual contributions we will pursue a 5% or better annual rate of fundraising growth.
  - o Document the grant writing procedures and establish a grant schedule that plans at least one year (while allowing flexibility to pursue opportunities that arise during the year) of upcoming grant application targets including who will lead each grant application.
4. The board and management will define evaluation criteria for new AND existing programs
  - o Mission impact profile
  - o Projected operating budget with revenue and expense projections
  - o Staffing ratio and expertise
  - o Identification of start-up funding
  - o Develop clear decision criteria for program sustainability
5. The board and management will improve the effectiveness of funding by 20%
  - o Reduce reliance on contract labor
  - o Continue to leverage efficiency improvements of seasoned staff and recurring vendor relationships
  - o Increase use of donated goods and services
6. Recruit and elect a minimum of three (3) new board members

**EXHIBITS:**





The following exhibits contain the data used by management and staff to support operational development of this strategic plan. These exhibits will be refreshed and supplemented as necessary typically each spring to align with organizational planning and retreats to support the evolution of the Outdoors for All strategic plan.

**Exhibit 1: CompassPoint’s Dual Bottom-Line Matrix:** Each program is evaluated for its mission impact and financial viability.

**Mission impact** is defined as the relevance of the program to the Outdoors for All mission to “enrich the quality of life for children and adults with disabilities through outdoor recreation.” Characteristics of programs with *high mission impact* may include; tangible results, visible progress toward achievement of the mission, high leverage potential (synergy with other programs), and high-quality services that distinguish the organization from its competitors. Some of the characteristics of *high viability*: At the very least covers all costs (both direct and indirect); generates a surplus of revenue; projected to have financial sustainability for the future; a proven financially viable business model

**Financial Viability** refers to the ability of Outdoors for All to cost-effectively provide the program. Characteristics of programs with *high financial viability* may include; ability to cover direct and allocated costs, demand great enough to provide a surplus of fee revenue, a proven business model.

The following template details the four possible quadrants that represent each combination of mission impact and financial viability. Each program will be identified with one of these bottom-line matrix quadrants:

<b>MISSION IMPACT</b> High → ← Low	HIGH MISSION IMPACT LOW VIABILITY    Business Decision: KEEP, but CONTAIN COSTS	HIGH MISSION IMPACT HIGH VIABILITY    Business Decision: INVEST in CONTINUANCE & GROWTH
	LOW MISSION IMPACT LOW VIABILITY    Business Decision: DISCONTINUE or GIVE AWAY	LOW MISSION IMPACT HIGH VIABILITY    Business Decision: MONEY MAKER, ENHANCE IMPACT
Low ← <b>FINANCIAL VIABILITY</b> → High		

**REASONING for PROGRAM MATRIX POSITIONS:**

<b>Program</b>	<b>Matrix Position</b>	<b>Reasoning</b>
Grant writing	Low Mission – High Viability	Low resource requirement for significant revenue generation

## Program Portfolio

This exhibit details the profile of current programs as well as programs that Outdoors for All has identified as potential additions to its service offering. The following characteristics are identified for each program:

- **Current level of activity** – What is the current level of activity for the program? This information should include the number of participants served, volunteers, revenue profile, direct expense profile, and allocated expense profile.
- **Growth Strategy** – What are the future plans for the program? If growth is projected, how will that growth be achieved?
- **Future level of activity** – What is the proposed level of activity for the program over the next one, three and five years? This information should cover projected growth rates for one, three and five years.

PROGRAM	Current Activity	Growth Strategy	Future Activity

## Administrative, Financial, and Governance Priorities

The following administrative, financial and governance functions have been identified as important items to be prioritized in the strategic plan.

<b>ADMINISTRATIVE Functions</b>	<b>Issue</b>	<b>Priorities for Consideration</b>
Staffing/Benefits	Staffing levels	Identify appropriate staffing levels based on program demand and available funding
	Benefits package	Research competitive benefits packages and identify target benefit levels
Public relations/Communications		
Information systems		
Facilities		
Planning		
Quality Control		

<b>FINANCIAL Functions</b>	<b>Issue</b>	<b>Priorities for Consideration</b>
Financial management	Cash flow	Manage cash flow needs to assure endowment funds are not tapped.
	Budget performance	Closely monitor budget performance and make adjustments as necessary.
Resource development		

<b>Governance Functions</b>	<b>Issue</b>	<b>Priorities for Consideration</b>
Board of directors	Board size	Increase the size of the board to maximize fundraising potential.  Term limits will start to reduce board size by three (3) directors each year beginning in 2010.

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

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