

Strategic Plan

September 1, 2014 – August 31, 2016

VISION FOR COUNCIL

To be the leading provider of quality youth development services in NE Oklahoma.

Our Promise

Young people want to shape the world.

Camp Fire provides the opportunity to find their spark, lift their voice, and discover who they are. In Camp Fire, it begins *now*.

Statement of Strategic Direction

Camp Fire Green Country aims to strategically expand and improve quality youth development services by offering a variety of accessible, inclusive, and outcome-rich complementary learning (out-of-school) opportunities delivered by safe, well-trained and supervised youth development professionals to children and youth in low-income, high-risk and vulnerable circumstances through a network of deliberate partnerships with Tulsa-area families, schools, neighborhoods, community-based organizations and funders.

Goal One: All Camp Fire Green Country stakeholders will have trust in, heightened awareness of and enthusiasm for our work resulting in greater visibility and support for the council.

KEY RESULTS:

1. Board, staff, and volunteers will understand and be equipped to communicate the imperative of youth development in general and Camp Fire's values, culture, and program approach in particular.
2. Staff will employ a variety of methods to communicate with **external** stakeholders. NOTE: External stakeholders include, but are not limited to, program participants and their families, program partners, foundation and individual donors, corporate sponsors, National HQ staff, past members, and the general public.
3. Staff and volunteer leadership will have the capacity to effectively manage an emergency or crisis, including communications with media and the public.

Goal Two: Camp Fire Green Country will achieve fiscal stability and sustainability by generating funds from a variety of different sources.

KEY RESULTS:

1. Revenue from fundraising events will increase over the next two years.
2. Board members will strengthen their capacity and actively participate in fundraising efforts.
3. Donor cultivation will be accelerated by intentionally reaching out to individuals, foundations, businesses, and community groups.
4. Revenue from outside usage of camp/outdoor properties will increase by 20% annually over the next two years.

5. Fee-for-service program offerings will result in a 10% increase within the next two years.
6. Pursue funding for capital improvements to outdoor properties as researched, prioritized, and recommended by the Facilities Committee.

Goal Three: Camp Fire Green Country will experience organizational growth through effective leadership and sound management and operational systems.

KEY RESULTS:

1. The Board of Directors will oversee and ensure a sound and effective executive leadership transition.
2. Attract and retain qualified youth development and nonprofit professionals by offering competitive wages, relevant training, and retention incentives.
3. Ensure Camp Fire's commitment to diversity and inclusion is embedded into all aspects of the organization's operations.

Goal Four: Camp Fire Green Country will use asset-based programs that build on the strengths of participating children, youth and families. We will ensure consistent quality programs based on our core values, the Step-It-Up-2-Thrive Theory of Change and the best practices of youth development (CFPQI).

KEY RESULTS:

1. The Council will expand programs in relation to community needs and opportunities.
2. Attract and retain participants with programming that meets the needs of today's youth.
3. Attract and retain middle and high schoolers with programming that meets the needs of today's older youth.
4. Attract and retain qualified part-time youth development professionals by offering competitive wages, relevant training, and retention incentives.