



Outdoors for All Foundation 2016-18 Strategic Plan

MISSION

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

VISION

People of all abilities will have access to outdoor recreation
whenever and wherever they choose

KEY STRATEGY

Outdoors for All will be a first class adaptive and therapeutic recreation provider for children and adults with disabilities dedicated to excellence in both destination-based programming (customers come to us) and collaboration-based programming (we go to our customers).

VALUES

The following core values identify the baseline attitudes
and beliefs that define the Outdoors for All culture

- **Integrity** is our backbone, supporting the organization with the highest moral and ethical standards in all endeavors
- **Community** is our lifeblood, fostering reciprocal relationships among participants, volunteers, staff, partner organizations and supporters
- **Accountability** is our conscience, honoring a commitment to quality and sustainable services for our stakeholders.
- **Respect** is our soul, caring for the abilities and contributions of all and mindful of the world in which we work and play.
- **Enrichment** is our heart, promoting opportunity, learning, growth, and enjoyment.

I. C.A.R.E

We invite and welcome your input on our plan and objectives. Please contact the Outdoors for All Foundation Planning Committee or Executive Director Ed Bronsdon with your comments or suggestions: edbronsdon@outdoorsforall.org 206.838.6030 x 201 Thank you.

THE PLAN'S FRAMEWORK

The Planning Committee recognizes that the nature of any strategic plan is to serve as a tool to help keep the organization focused on issues over the next several years. Accordingly, we will use the plan as a means to frame not only our objectives but also the choices we make and the resources we allocate to these choices.

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 80% and we'll fix the other 20%".

As such, we will be deliberate in our processes but rather than awaiting "perfect data" we will regularly consider a tactic of seeking out "approximate answers to specific questions" when assessing operations and objectives.

The Planning Committee will review the plan on a quarterly basis and will work with Board Committees, Task Forces and Staff to help facilitate the pursuit and achievement of the plan's objectives. We view this plan as a living document and key concerns, current objectives and "other objectives on our radar screen" from the plan will be updated when appropriate. The plan itself will be reviewed by the Board and Management annually at the organization's Planning Retreat (typically held in May of each year).

CORE STRATEGIC CONCERNS AND COMMENTARY:

THE ECONOMY

1. The US economy continues to recover from the Great Recession of a several years ago. The Puget Sound Region economy is strong and economic growth here continues to be diversified and lead the country.
2. Financial aid requests by participants with disabilities involved in our programs remain stable but we will continue to ensure that economics are not a barrier to participation with Outdoors for All.

SUSTAINABILITY

1. Outdoors for All's fundraising profile must be managed to reflect the plans of the organization. We will continue to place more emphasis on developing relational donors to fund our mission and operations.
 - a. Currently, special event fundraising represents a significant stream of revenue and is also important for mission awareness in the community.
 - b. Event fundraising can be, though, relatively inefficient (mission impact per contributed dollar), human resource intensive, and can be weather dependent (e.g. Spree at Alpentel) or have relatively high expenses compared to the net fundraising yield for the event (e.g. gala auction).
 - c. Outdoors for All's ratio of event to non-event fundraising is currently higher than some other nonprofits and signifies a higher than optimal risk funding model. We will continue to grow event revenue to support mission based activities. These events play an important role in outreach and mission awareness in the community. In general, though, greater emphasis will be focused on growing relational contributed support (grants, legacies and bequests, individual donations and major gifts).

As we grow relational contributions, transactional event revenue will eventually become a relatively smaller segment of the organization's overall 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 or accompanied 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. To maintain a balanced financial position, no one source of revenue will make up more than 50% of the organization's overall funding.
4. During the annual budgeting process, the Finance Committee will determine the optimal funding level for the Operating Reserve based on an assessment of revenue, expense and opportunity risks. The Finance Committee will recommend an end of year contribution to the Operating Reserve based on that analysis.

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. We will work to continue to support this by focusing on the following:
 - a. Fostering staff retention;
 - b. Investing in further developing staff member talents and work related skills;
 - c. Identifying staff roles and/or skill sets that are needed, but that may not currently be in place, to effectively execute the organization's goals and objectives;
 - d. Identifying career path opportunities and communicate to employees realistic progress of the opportunities available to them; and
 - e. Continuing to document and "institutionalize" knowledge and processes so that staff changes are not overly disruptive

BOARD

1. Board Volunteers are vital to the organization's strategic growth and continued stewardship of our mission. As such, new and existing board members will contribute generously in all three critical areas: "Time", "Talent" and "Treasury".
2. Board succession planning is an area to watch; we will continue to identify talent gaps and regularly work to fill those gaps as appropriate.
3. An engaged and motivated board is crucial to the organization's smooth operation. The balance of administering Board Operations should be led by Board Members and supported by the Executive Director.

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. Currently, Outdoors for All's headquarters in The Brig at Magnuson Park is inefficient and insufficient to the organization's longer term interests. The park setting is excellent; the building itself is not. Base camp operations at other program locations such as Snoqualmie Pass, Stevens Pass and

Lake Sammamish State Park also require attention if we are going to foster growing programs from these sites. These are key factors as to why we will be investigating a study for a possible Capital Campaign.

2. Continued emphasis will be given to increasing the delivery of our mission from base camp operations such as Magnuson Park in Seattle, Lake Sammamish State Park on the Eastside of King County off I-90, Stevens Pass and Snoqualmie Pass (Summit West & Summit East) as well as through our mobile fleet of vehicles, trailers and equipment.
3. 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 or improved facilities may provide.
4. Executive staff and board will continue to annually review options for additional and improved facilities in order to increase operational efficiencies. Potential locations for program delivery should be sought out and researched in support of the capacity building initiative. Location options should not be limited and may include owned, leased, free or partnership opportunities.

TECHNOLOGY

1. 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 and Client Relationship Management / CRM tools can lead to improved administrative, recreation program and fundraising efficiencies. Participant and volunteer profiles containing important personal information and program histories are now stored in a more efficient system that was updated in 2010. This more centralized system with on-line functionality has dramatically improved the efficiency of program operations and helps in assuring compliance with external reporting needs; however it has its own inefficiencies, particularly from an Accounting perspective. A still more efficient program operations data management system, let alone a more fully integrated CRM, are important goals for us to continue to pursue.
3. We will continue to pursue a more efficient and better integrated system of data management for our Programmatic and Resource Development needs. A training plan and continued roll-out action plan is in use to help assure all appropriate personnel are proficient in its operation. Management will oversee the continued integration of the Salesforce.com CRM and donor management system into day-to-day operations.
4. Internet technologies (especially social networking, website and email) are valuable tools to improve outreach efforts for program demand, fundraising, volunteer opportunities and general awareness of the Outdoors for All mission. These technologies require constant and focused attention to meet the increasing demands of tech savvy donors, volunteers, participants, and partnership programs. (See also "Marketing")
5. Advances in adaptive recreation equipment should continue to increase the potential for people of all abilities to recreate whenever and wherever they wish to in the outdoors. Outdoors for All must keep pace with these advancements and incorporate them appropriately into operations when and where possible.

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. 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.

4. Management must continually evaluate the geographic reach of all programs including the potential demand of programs beyond priority areas, and the impact of distance on program costs.

PROGRAMS

1. Currently the population of the Puget Sound Region is 4,269,349 —almost two-thirds of Washington state’s overall population. It’s estimated that individuals with disabilities make up about 10% of the general population. Assuming that at least 10% of those individuals seek to be active in outdoor activities that we offer, then there’s a potential population of 42, 693 who could benefit from our adaptive and therapeutic recreation programs. We reached 2,438 unique individuals in 2015. In support of our vision (see cover page of this plan) we will continue to work to close this gap.
2. Outdoors for All will continue to make safety it’s priority in the delivery and implementation of programs
 - a. Program staff delivering programs will receive sufficient risk management training and necessary training to deliver safe quality programs.
 - b. Developed programs will have clearly defined safety policies, procedures, and manuals. Program staff running the programs will be trained using these resources. Programs will have a consistent delivery and quality between each other as a result of clearly defined program procedures.
3. Outdoors for All will continue to strive to provide sustainable year-round adaptive and therapeutic recreation programs that address the following factors:
 - a. The balance of programs offered must be continually assessed to maximize mission impact with available funding. Assessments must weigh program costs (direct, allocated and intangible) against their mission impact.
 - b. The “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.
 - c. We will measure and report on both *Outputs* and *Outcomes*. An example of an Output is “delivering five ski lessons”; an example of an Outcome is “through instruction, helping an individual learn how to paddle a kayak so that they can now do so independently.”
4. The Outdoors for All Board and Staff will better understand the profile of each program relative to mission impact and financial viability. General program profiles will be provided to Board and Staff and updated at least annually to assure that the “big picture” of Outdoors for All’s mission is available as perspective for strategic planning. Detailed estimates of program specifics may not be reasonably available, so staff will provide “close enough” estimates when appropriate. These profiles will be updated and presented prior to the annual Planning Retreat.

VOLUNTEERS

1. Volunteers are a critical component to the effectiveness of our mission and the delivery of many of our recreation programs (especially winter operations). Volunteer recruitment must be a ubiquitous effort, and we must maintain and cultivate an environment for volunteers to keep them actively engaged.
2. Some companies provide funds to charities for the hours that their employees volunteer (e.g. Google, Microsoft, Boeing to name three). These companies will be cultivated to maximize

volunteer awareness and participation in our programs by their employees. Documentation of this work to cultivate opportunities with these companies is noted within our updated annual Marketing Plan.

3. Volunteer hours represent a significant source of “in-kind shadow” funding because of the wage savings provided by training and coaching labor they provide. This funding is quantified and reported in tax filings, and serves to more accurately reflect the foundation’s efficiency metrics. The Outdoors for All Board and Staff will understand the profile of volunteers relative to each recreation program and resource development campaign. This understanding will be based on information regarding actual volunteer roles, responsibilities and costs compared to the roles, responsibilities and costs of paid staff.

EXECUTIVE / ADMINISTRATIVE

1. Board Members and Executive Staff will continued to seek out nonprofit measurement tools and models to help keep the organization responsive, and compare organizational successes to those of others in our community. One benchmarking method is 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 continue to measure and report on both.
2. Management of Outdoors for All will be responsible for developing and executing operational plans that will achieve the strategic goals defined by this plan.
3. 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.
4. Knowledge and processes will continue to be documented due to the annual average 25% turnover for area nonprofits (though Outdoors for All’s rate has been much lower than that for the past several years).

MARKETING

1. We will focus on and leverage our current stakeholders to become better aware of the various adaptive and therapeutic recreation programs that we offer – and thus, better marketers for our mission and operations.
2. Outdoors for All will make a concerted and sustained effort to especially develop brand awareness of the foundation within the Puget Sound Region, concentrated in the communities where we currently regularly deliver adaptive and therapeutic recreation programs, such as:
 - a. Northeast Seattle / Magnuson Park,
 - b. East King County / Lake Sammamish State Park,
 - c. Snoqualmie Pass, and
 - d. Stevens Pass communities
3. Internet technologies (especially social networking, website and email) are valuable tools to improve outreach efforts for program demand, fundraising, volunteer opportunities and general awareness of the Outdoors for All mission. These technologies require constant and focused attention to meet the increasing demands of tech savvy donors, volunteers, participants, and partnership programs. (See also “Technology”)
4. We will use facets of the Outdoors for All Marketing Plan to further message how Outdoors for All uses partnerships, expertise and advocacy to be a leader and innovator in the industry.

COLLABORATION AND PARTNERSHIPS

1. Outdoors for All Board and Staff will continue to foster and expand relationships with businesses, municipalities, schools, hospitals, parks and recreation departments and other partner organizations. These partners and partnerships are vital to the foundation's success.
2. Partnerships will be managed to mutually set or affirm clear expectations of each other, and will be regularly assessed to confirm the benefits of these relationships.
3. Partnerships will be carefully monitored to assure that each partner organization represents a manageable proportion of Outdoors for All resources and mission focus. For example, Wounded Warrior Project / WWP is well funded and has recognized that Outdoors for All is a very effective program provider in delivering WWP's mission. As such, Outdoors for All has been rewarded with significant increases in funding over the past two years and Wounded Warrior Project is expected to represent 25% of our overall budget. The Board and Management will continue to foster this collaboration but also ensure that it does not dominate Outdoors for All's larger mission.

PLAN OBJECTIVES

2016 PRIMARY OBJECTIVES:

1. Management will provide the Board with a dashboard scorecard describing the efficacy of our programs and operations. This dashboard will be updated quarterly and provide the Board with a basic understanding of the programs through which Outdoors for All delivers its mission and the sources of funding that allow us to carry out the mission.
 - a. Metrics to be reported on will include:
 - o Unique individuals with disabilities active in various programs
 - o Number of experience days by these individuals
 - o Number of volunteers active in various programs and number of volunteer hours delivered annually in each program.
 - o Staff resources required (FTE per year or season)
 - o Revenue generated by these programs.
2. The Board -- via representatives from the Planning Committee, Program Committee and the Finance Committee -- will further investigate similar nonprofit organizations to better understand their program variables and respective funding levels. This Competitive Analysis will be updated and shared before the Planning Retreat in May. The updated Competitive Analysis will also include a cover memo identifying a proposed three year target funding profile by the end of the 2015-16 fiscal year.
3. Management will further document its Capital Planning process and procedures and report on this plan to the Board by March 31, 2016.
 - a. Identify three- to-five year schedule for equipment and technology replacement/upgrades.
 - b. Use capital plan as development tool to provide donors with specific giving opportunities.
4. A Capacity Building Initiative will be studied by a Capacity Building Task Force. Once sufficient funds are secured, a Capital Campaign Study will be conducted to address this in 2016. A specific work plan including a timeline, action steps and critical milestones for a campaign will be identified. Key factors that will be considered will include:
 - a. Is a capital campaign required to achieve desired growth or can sustainable growth be managed by other means such as leased facilities?
 - b. If a "bricks and mortar" campaign target is confirmed, a plan to pursue this plan will not be just about the "bricks and mortar" but what those resources will do for our mission.
 - c. A sustainability plan will be identified to support first class adaptive and therapeutic recreation programs that are both destination-based (customers come to us) and collaboration-based (we go to our customers). This plan will identify infrastructure changes needed to support specific qualitative and quantitative growth measures (system, staff skillsets, etc.)
 - d. A Facilities Work Group will work with the Capacity Building Task Force to identify the optimal facility profile given where we are now, where we want to be next year and where we want to be in future years. This group will report to the Capacity Building Task Force to identify the annual (keep it big picture) estimated funding required for each scenario, including but not necessarily limited to key locations where we currently regularly deliver adaptive and therapeutic recreation programs such as: Magnuson Park / NE Seattle or other HQ facility, Lake Sammamish State Park /East King County, Snoqualmie Pass and Stevens Pass.

5. Outdoors for All enriched the lives of a record 2,438 children and adults with disabilities in 2015. We estimate, though, that at least 42,693 individuals in the Puget Sound Region alone could benefit from our programs. In 2016 we will reach an additional 170 individuals with disabilities to help them exercise their abilities outdoors. We will work to close this gap in support of our vision (see cover page of this plan) and through expanded and more efficient program operations, using our dual strategy of destination-based programming (customers come to us) and collaboration-based programming (we work with other groups to go to their communities to reach our customers)
6. We will conduct a twice a year survey (March & September) of our Participants and Volunteers to measure the impact of our mission in the community. This survey will be sure to also include integrated questions related to the five *Quality of Life Domains for Therapeutic Recreation*:
 - a. physical
 - b. social
 - c. cognitive
 - d. emotional/psychological
 - e. leisure
 Results from this twice-a-year survey will be reported to Board and Staff in April and October.
7. We will work to help Board Members, Staff Members and Key Stakeholders to become more well-versed in our Long Range Goals, Strategic Objectives and current needs and initiatives. We're looking for an improved "elevator speech" understanding of these factors. We'll test for this understanding through an initial customer survey in early 2016 -- and then check back on this understanding later in 2016.
8. A more efficient solution for Programmatic and Accounting data management will be confirmed, funded and instituted by June 1, 2016.
9. Every two years we will evaluate our relationships with collaborating / partnering organizations -- especially those with \$10,000 or more in annual revenue for Outdoors for All -- to be sure that the rapport we share remains mutually beneficial. The inaugural report for these partners will be completed by June 30, 2016.
 - Determine annual quantitative and qualitative impact of these relationships utilizing metrics such as the number of Participants active in the programs, the number of activated registrations, the number of experience days and the cost per each of these factors.
 - Identify program development opportunities such as better use of adaptive cycles throughout the year.
 - Identify fundraising opportunities.
10. The Board will recruit and elect a minimum of three (3) new members by or before September 30, 2016. Diverse candidates will be sought in areas of expertise where we have particular strategic interest including but not limited to: human resources, healthcare, military, philanthropy, marketing; construction; real estate development / management; and gender and ethnic diversity.
11. The Operating Reserve will continue to grow in FY2015-16 according to the board-approved plan. A two month operating reserve will be established by the end of 2016 on our way to establishing a three month operating reserve by or before 2019.

OTHER OBJECTIVES “ON OUR RADAR SCREEN”

Following are the issues that we see as regularly evolving and that may likely be part of future objectives in the coming years.

PROGRAM

NOTES:

1. Expand opportunities to “train the trainer” and provide and exchange expertise on adaptive equipment and education to partner organizations – Baby steps into a broader “franchise” model designed to expand the mission through trusted partner organizations.
 - Identify training needs utilizing groups like Disabled Sports USA and its Adapt2Achieve trainings, the American Therapeutic Recreation Association (and WSTRA) and Professional Ski Instructors of America (and PSIA-NW) towards this aim.
 - Project partners’ impact on volunteer resources and fundraising
 - Identify potential staff “account representatives”
2. The Program Committee will identify the optimal program mix given where we are now, where we want to be next year and where we want to be in the future. The Program Committee will work with the Finance Committee to identify the annual (keep it big picture) estimated funding required for each scenario. Further discussion will be necessary to assess the criteria for “optimal” including a balance between “mission driven / business minded” factors, Quality/Quantity factors, Adults/Kids/Civilians/Veterans factors, etc.
3. With an increase in Certified Therapeutic Recreation Specialists on staff we may have an opportunity to market more Therapeutic Recreation based models for some or many of our programs. Program Management will investigate these possibilities and report back.

OPERATIONS

1. Management will direct the process of surveying stakeholders to further develop the analysis of every program's mission impact and financial viability profile.
2. The Board and Management will evaluate geographic expansion opportunities – especially at Magnuson Park and Lake Sammamish State Park.
 - Requires sustainability plan and resource identification

MARKETING

1. Develop increased awareness of the Outdoors for All Foundation name and mission-based programs in the Puget Sound Region so that we become better known than we are now.

2. _____

FACILITIES

1. _____

BOARD OPERATIONS

1. The Board will recruit and elect a minimum of three (3) new members by or before the end of each fiscal year. Diverse candidates will be sought in areas of expertise where we have particular strategic interest including but not limited to: human resources, healthcare, military, philanthropy, marketing, construction and real estate development / management.

RESOURCE DEVELOPMENT

- 1. Grow relational donations by a minimum of _____% each year. [Resource Development Committee needs more specific research and input to support this goal before moving it from the "On our Radar Screen" section.
- 2. _____

TECHNOLOGY

- 1. _____
- 2. _____

FINANCE

1. Research and report on what financial benchmarks large donors focus on when evaluating giving opportunities. Outdoors for All will advertise our ratings using those metrics. Our annual filing with the Washington State Secretary of State and profile with Guidestar will be kept up to date annually. We will regularly and earn positive ratings by other groups such as Charity Navigator, The Seattle Foundation and United Way of King County.

Notes for Planning Committee follow up:

I. **Incorporate Key Performance Indicators / KPIs as measurement tools.**

Which specific KPIs should we use? Use quarterly dashboard to track.

II. **Prioritize Strategic Choices --**

- Identify list of strategic options
- i.e. "pursue partnerships", "train the trainer", etc.
- Which would we prefer to do first?

III. **Update a SWOT Analysis by the Board and Executive Staff**

- Produce prior to the May Planning Retreat -- or at the Planning Retreat?
- Include list in the Strategic Plan
- Use Planning Committee or Executive Committee to determine next steps with this tool.

IV. **Conduct a Competitor Analysis**

- Fundraising, Program, etc. – be more specific to update and ensure the accuracy of the analysis produced during May 2015; complete by March 1, 2016 We will need this as background / context for a capital campaign.

V. **Produce archive list of "Accomplished" objectives**

2014: Funding will be secured so that Management may revamp www.outdoorsforall.org in order to make the website a more efficient and effective tool for our stakeholders to utilize and navigate. The format for the updated website will be structured so that future standard updates of content on the site will not require staff to have highly specialized training.

2014: Resource Development operational continuity plans will be completed, including documentation of "best practices" for mission critical tasks in an effort to maintain the quality of mission delivery when staff transitions occur. Areas to be addressed include: Auction and Spree at Alpentel

2015: Establish an Operating Reserve.

2015: Program operational continuity plans will be completed, including documentation of "best practices" for mission critical tasks in an effort to maintain the quality of mission delivery when staff transitions occur. Areas to be addressed include:

1. Participant registration
2. Volunteer recruitment and training

2015: The Human Resources Committee, with input from Staff and Management, will update the Staff Development plan by June 1, 2015 that further:

- a. Enhances staff retention;
- b. Invests in further developing staff member talents and work related skills;
- c. Further identifies staff and/or skillsets that are needed, but that may not currently be in place, to effectively execute the organization's goals and objectives; and
- d. Identifies career path opportunities and communicate to employees realistic progression of the opportunities available to them.
- e. We will improve our communication of possible career paths for employees . We will identify talent gaps and develop a plan to fill those gaps.