

The opportunity to live Christian Science – to put into practice a deep love of God – is the heart of Adventure Unlimited. For more than 60 years, we have been motivated to provide experiences that “Open Windows to God” for Christian Science youth, their families and friends. Instilled by founders Cap and Marianne Andrews, this transformational mission, which started with a camp for boys and grew into a nationwide youth program, lives on today and is fulfilled through the programs of two distinct divisions – the A/U Ranches and DiscoveryBound (DB). These programs inspire a service to mankind and a desire to bless the world.

Now, more than ever, it is vital for Christian Scientists, and their likeminded friends to come together as a community to see the effectiveness of prayer in action. Through spiritually grounded activities, participants have opportunities to build lasting friendships and grow in their application of Christian Science – opportunities that are becoming increasingly rare in today’s fast-paced world.

Adventure Unlimited is embarking on a five-year strategic plan that will ensure the longevity and sustainability of the organization while serving a wider constituency – all with the goal of inspiring and nurturing a love for God and a willingness to turn to Him in prayer. This 2022 Strategic Plan focuses the organization in five areas that will make certain we are fulfilling our mission. We’ve learned we can stay true to our essence and yet remain nimble to reach our goals. So, while the program implementation may be designed to be agile in response to meet constituent needs and serve a larger, more diverse community of participants and alumni, we remain committed to our founding mission and purpose. Here are several ways Adventure Unlimited will make an impact in the coming years:

- **Maximize Program and Participants.** With a dynamic approach to meeting constituent needs, Adventure Unlimited will continue to provide life-changing experiences through its two program divisions, DiscoveryBound and the A/U Ranches, in new and creative ways. These programs will be benchmarked on their high quality, and by 2022 we’ll have developed a Gap Year program, expanded family and adult programs, fostered international interest in DB’s National Leadership Council and alumni initiative, nurtured DB Ambassadors and expanded the DB Compass program.
- **Champion Community and Working with Others.** Through collaboration and the cultivation of partnerships and volunteers, we will be better positioned to meet the needs of the Christian Science community. Partnerships and volunteers will help us accelerate greater outreach into local communities and provide mutually beneficial ventures. This will result in deeper volunteer connections, more joint programming, and partnerships developed within and outside of the Christian Science community.
- **Nurture Staff Development.** A staff of Christian Scientists who are well trained, competitively compensated and appreciated, will be fully equipped to provide profound, high-quality experiences for our participants. We feel training and maintaining a vibrant staff is as important as serving our many participants.
- **Recognize Financial Sustainability.** Through tight operational control, Adventure Unlimited has met and balanced its budget for expenses and revenue for the last 11 years. We will maintain this operating

discipline and continue to raise funds for capital investment such as expanding Valerie Lodge and upgrading The Hub. Through the continuation of the Bridges to the Future Campaign, execution of strategic goals for the Foundation and development of new revenue sources like more facilities rentals and corporate 100 Elk programs, we will achieve not only financial sustainability, but also reach sustainability in all aspects of our business, ensuring the benefits of Adventure Unlimited for future generations.

- **Advance Systems and Structures.** We will be consistent and determined in improving how we operate. We will stay current with best practices of other organizations, and we will continue to search for ways to improve our operations. Whether through exploration of hydroelectric and ground-source heating or leveraging technology for webinar training of volunteers, each step of progress will help the organization become more effective and efficient in executing our mission.

The 2022 Strategic Plan requires us to remain focused on strengthening the stakes – deepening the commitment to Christian Science and to the expression of the Christ in every aspect of our organization. From this standpoint of strength, we can confidently expand our tent and welcome into our community of spiritual thinkers all those who are seeking Truth. In addition to our desire to include more individuals, we are also committed to ensuring Adventure Unlimited is serving and meeting the changing needs of the Christian Science community in the long run. The key is to focus on creating a sustainable organization. To achieve sustainability, we will utilize our strengths, capitalize on our opportunities and overcome challenges – with a view to ensuring we can continue “Opening Windows to God” for many generations to come.

Adventure Unlimited provides opportunities to live Christian Science – to put into practice a deep love of God. This is the essence of our organization. For more than 60 years, Adventure Unlimited’s focus has been to provide experiences that are “Opening Windows to God” for Christian Science youth, their families, and friends. Today, this mission continues through the programs of two distinct divisions – the A/U Ranches and DiscoveryBound (DB).

Adults, youth and families come to the A/U Ranches year-round to enjoy adventure activities like horseback riding, white water rafting, hiking, a challenging multi-level ropes course and so much more. At the A/U Ranches, the loving and inspiring atmosphere helps to cultivate confidence and develop moral courage. Followers of all faiths are welcome to engage in A/U Ranches activities through adult and family programs, special events, community activities and the 100 Elk Outdoor Center.

Originally proposed as a way to better use valuable ranch assets year-round by serving secular schools off-season, the 100 Elk Outdoor Center provides year-round employment to our Christian Science (CS) staff and allows them to share inspiring experiential educational programs in the spring and fall. 100 Elk is letting our light shine through our staff and the programming at the A/U Ranches.

While the A/U Ranches provide outdoor adventure experiences centered in one very special location, DiscoveryBound consists of three programs that serve communities and individuals in a variety of settings across the country and around the world. The DB Outreach program reaches out to Christian Scientists and their friends of all faiths; it operates in local communities and provides programs across the nation. Activities support an inspirational environment where everyone is included, based on the shared values of Christian Science. The DB National Leadership Council (NLC) is a four-year servant leadership program for Christian Science high school teens, offering leadership training based on a Biblical model of service to God and mankind. DB Compass is a year-long program for Christian Science teens in 10th-12th grade and is focused on spiritual development and connection with Christian Science peers.

Through the A/U Ranches and DiscoveryBound programs, Adventure Unlimited is committed to providing activities that further individual growth in Christian Science and build a sense of community that blesses mankind.

## ***Our History***

As a World War II submarine officer, John "Cap" Andrews was inspired to help prepare boys for life's challenges – physically, mentally and spiritually – and to instill in them an appreciation for God and a willingness to turn to Him in prayer. From this simple idea grew a national non-profit organization, with its foundation in Christian Science, which benefits thousands of youth and adults around the world.

In the 1950s, upon his return from the U.S. Navy, Cap and his wife, Marianne, set to work on a western-style camp for boys. Sky Valley Ranch for boys was opened in 1955 in Buena Vista, Colorado, in the heart of the Rocky Mountains. The success of the program quickly gained interest, so Round-Up Ranch was opened in 1959 as a camp for girls, with the goal of preparing young women for life's challenges.

It wasn't long before parents and campers were looking for a similar experience they could participate in year-round in their own communities. The Adventure Unlimited field chapters, now called DiscoveryBound Outreach, were born and eventually grew to 120 chapters worldwide.

Over time, the programming was centralized under the umbrella of Adventure Unlimited as the parent organization of two distinct segments (the A/U Ranches and DiscoveryBound). The operations and activities have always included a focus on experiential learning and adventure that act as a springboard for the application of Christian Science and opening that window to God. Today, Adventure Unlimited is still providing thousands of young Christian Scientists, their families and friends with life-changing experiences.

## ***Our Vision***

*What we see as possible for ourselves, our community and the world*

To inspire a love for God and a willingness to turn to Him in prayer

## ***Our Purpose***

*Why we are here and what we are here to be*

To provide recreational adventure, leadership, service, education and community activities that foster spiritual growth and healing in an environment where Christian Science is lived

## ***Our Mission***

*How we realize our vision and purpose*

Opening Windows to God

## ***Our Values***

*The qualities that transform our vision and mission into reality*

- Love for God
- Spiritual progress and healing
- Respect for all
- Excellence and inspiration
- Unlimited potential
- Service to humanity
- Sustainability
- Living what we learn

Over the past five-plus years, Adventure Unlimited fulfilled an exciting and far-reaching vision to enhance programs and build bridges to a secure future. Through spiritually grounded activities, youth have frequent opportunities to build lasting friendships and grow in their application of Christian Science – opportunities that are becoming increasingly rare in today's fast-paced world. Our programs, designed to encourage spiritual inspiration, are applied through particular life experiences, which are in distinct contrast to the social pressures youth are facing. Adventure Unlimited's history and sustained success in developing, implementing and maintaining active programs for young Christian Scientists blesses not only our participants, but the entire Christian Science community. We are the only organization based in the practice of Christian Science with local, regional, national and international year-round programs for young people.

Parents and youth tell us now, more than ever, it is vital for Christian Scientists and likeminded friends to bond together in unity and see the efficacy of prayer at work. This is what DiscoveryBound and the A/U Ranches activities provide – opportunities for individuals to see their living faith demonstrated.

Adventure Unlimited developed a 2022 Strategic Plan with feedback and input from a wide range of constituents and key stakeholders. We used the previous plan as a benchmark, gathered information, assessed the current situation, agreed on priorities and developed a new plan to move forward – a plan that is agile and will enable us to respond to the needs of our community. This was guided through deep prayer based on the following passage from Isaiah:

*“Enlarge the place of thy tent, and let them stretch forth the curtains of thine habitations: spare not, lengthen thy cords, and strengthen thy stakes;” – Isa. 54:2*

With the recognition that Christian Science is a gift to be given, the staff and Board of Trustees of Adventure Unlimited want to make sure we are sharing Christian Science with all who desire to be in the atmosphere of Love. What this requires of us is that we remain focused on strengthening the stakes – deepening the commitment to Christian Science and expression of the Christ in every aspect of our organization. From this standpoint of strength, we can confidently welcome into our community of spiritual thinkers all those who are seeking Truth.

In addition to our desire to include more individuals, we are also committed to ensuring Adventure Unlimited is serving the Christian Science community in five years, in 50 years and into the future. The key to this is sustainability. Sustainability – defined as “the ability to be sustained, supported, upheld; ability to continue for a long time” – is the theme of the 2022 Strategic Plan. To realize sustainability, we will utilize our strengths, maximize our assets, take a proactive approach to providing for our community and to being that community. We are focused on five planks, as defined below.

### **Why a Strategic Plan Matters**

Adventure Unlimited has completed three successive strategic plans over the past 18 years. Each has been a road map that guided the organization, aligned key stakeholders with a common vision and language, provided perspectives and benchmarks to ascertain progress, and propelled the organization forward. With an exceptional track record of sound financial management and a clear vision, Adventure Unlimited is a stable and nimble

organization with more than five decades of experience and proven success. A strategic plan helps ensure the organization has a plan that employs highly capable staff; retains a skilled and dedicated Board and equally talented, committed volunteers; plans and meets its budgets; manages investments successfully; maintains high principles and standards; fosters strong relationships with other organizations; exercises both creativity and efficiency in program delivery; and possesses the potential to keep "Opening Windows to God" for successive generations of Christian Scientists.

## ***Our Progress over the Last Five Years***

Key pillars of the 2015 Strategic Plan included advancing Adventure Unlimited's financial sustainability, broadening program offerings, advancing community and deepening relationships with other Christian Science organizations, developing a core strength in technology, improving asset utilization and looking towards an international focus. Significant strides have been made in many of these key pillars, and we are grateful for the lessons learned and the challenges overcome.

Highlights of progress:

- Gained a greater Love for God as seen through countless healings, demonstrations of protection and guidance, provisions of supply, and abundant joy expressed throughout programs and the organization.
- Achieved greater financial stability through improved fund-raising efforts, which include the sharing of stories and face-to-face interactions with donors, as well as the ongoing progress of the Bridges to the Future Campaign. The Campaign is a \$16.5 million comprehensive effort to expand programs, build endowments and upgrade facilities, which, so far, has enabled us to increase the endowment by more than \$2.5 million, address aging water and sewer needs, add a state-of-the-art ropes course, expand our facility through a yurt campus, develop new websites and online registration tools and address safety concerns. With well over half of the funds committed so far, the organization has also been able to diversify its program offerings. We will work to realize the remainder of this financial goal through this next strategic plan.
- Doubled the reach of DB's National Leadership Council, added a one-year sister program, DB Compass, and began to better serve young adults. In addition, we have focused on strengthening our programs at the A/U Ranches, including more family activities, and expanding the range of 100 Elk Outdoor Center secular programming. The most important aspect of this work is benchmarked through healings and demonstrations of God's goodness.
- Deepened alumni connections through the 60th Reunion and engaged this base in consistent prayerful support, participation, volunteer opportunities, ambassadorial roles and philanthropic commitment.
- Sought out collaboration with other CS camps and organizations and strengthened partnerships by leveraging assets and common goals, including programming at a number of the camps and schools.
- Adapted best technology practices and utilized advancements in technology to reach our constituency through webinars, new websites, social media tools, and cloud-based solutions, including the documentation of facilities work at the A/U Ranches.
- Developed a three-year financial plan for budgeting and a master plan for deferred maintenance, began the Bridges to the Future Campaign, and addressed facility needs.

## **1. Maximize Programs and Participants**

Adventure Unlimited, inclusive of DiscoveryBound and the A/U Ranches, has been embracing the desire to share the spirit of the Christ more widely. We have determined ways to “enlarge the borders of our tent” with a more inclusive, qualitative admissions model that embraces all while strengthening the metaphysical foundation of our work. We are committed to “Opening Windows to God” through a deep appreciation of God and a willingness to turn to Him in prayer.

## **2. Champion Community and Working with Others**

It is our belief that collaboration is vital to the success of our community. Through the cultivation and strengthening of volunteers and partnerships, we will be better positioned to meet the evolving needs of the Christian Science community and beyond. Partnerships will help us accelerate greater outreach into local communities and provide win-win scenarios with those with whom we work side-by-side.

## **3. Nurture Staff Development**

The staff of Adventure Unlimited is its number one asset. Over the next five years, the organization intends to invest in its staff through providing more competitive wages and benefits, strengthening professional development opportunities and training, ensuring bench strength, and monitoring human resource needs. In addition, our expectation is to be an innovative culture with increased brand stewardship.

## **4. Recognize Financial Sustainability**

Building financial sustainability must be an ongoing priority, since it enables Adventure Unlimited to deliver and enhance programs of the highest caliber year after year and minimizes the negative impact of any unforeseen, external threats. Doing so involves solidifying its two primary sources of revenue: program fees and philanthropic support. Philanthropic support will be focused on Annual Giving, Major and Planned Gifts and Endowments, as well as cultivating a younger demographic for donors. This expansion of our fundraising model represents a significant potential source of support for current operations, as well as the primary means of growing the organization’s endowment. This will also include a diversified business model that focuses on additional revenue streams resulting from program expansion and leads to a balanced financial model of revenue and contributions.

## **5. Advance Systems and Structures**

Advancing Adventure Unlimited’s systems and structures will be key to our ongoing success and long-term sustainability. Improving asset utilization will require continuing investment in staff and facilities. Through maintenance best practices, improvement of current assets and leveraging resources, Adventure Unlimited will be a world-class organization run by fully capable staff that efficiently utilizes all available resources.

Ongoing evaluation and assessment will continue to be vital to benchmark our progress. Adventure Unlimited will measure goals on a yearly basis and adapt strategies for each of the overarching planks as needed to ensure we are meeting our goals and the needs of our constituents. Tactics of the plan will be measured through annual organizational priorities, strategic goals and key performance indicators. This rolling plan will allow the organization to remain nimble, in line with economic factors, and responsive to participants’ needs. An annual report will detail both the progress and modifications made throughout the next five years.

Following this directive set out in John 21:6, we know we will succeed.

*“Cast the net on the right side of the ship, and ye shall find.”*

This is what success in 2022 looks like:

- Adventure Unlimited is providing life-changing experiences through its two program divisions, the A/U Ranches and DiscoveryBound. Participants feel a deeper appreciation for God and a willingness to turn to Him in prayer and take home the lessons learned as new best practices in all aspects of their lives.
- Our programs are agile in response to meeting constituent needs while serving a larger, more diverse constituency through collaboration and prayer. These programs inspire a service to mankind.
- Our staff is well trained, compensated and appreciated, and in turn provide life-changing, high-quality experiences for our participants.
- We have achieved not only financial sustainability, but are sustainable in all aspects of our business, ensuring the continuation of Adventure Unlimited for future generations.
- Adventure Unlimited has utilized its resources and assets to be as efficient as possible, has stayed current with trends and is stronger than it was at the beginning of the plan.

Through the ability to utilize our strengths, capitalize on opportunities and overcome challenges, we will continue “Opening Windows to God” for many generations to come.

## **1) Maximize Programs and Participants**

- a. A/U Ranches – expand the place of the tent with a more inclusive model based on both qualitative and quantitative standards
  - i. Develop a Gap Year program in partnership with other CS organizations with an anticipated launch in Fall 2018
  - ii. Adapt enrollment models and marketing to effectively share and fill programs through individual incentives and outreach
  - iii. Continue to balance programming based upon demand with continual re-evaluation
  - iv. Provide customized programming for adults
  - v. Continue to evolve 100 Elk Outdoor Center programming with new corporate programs, community engagement and service to other underserved groups
- b. DiscoveryBound National Leadership Council – maintain current level of participants and programming while strengthening and streamlining systems and processes, inclusive of curriculum resources, class leader support, mentor training, trip management, and impact analysis
  - i. Foster the development of NLC internationally – e.g. Focus-NLC, an international version of NLC based in the UK that serves the UK and Europe; possible classes every other year, based on interest

- ii. Further advance the NLC Alumni Initiative through mentoring and logistical support of an alumni board that communicates with and plans activities for this alumni group and their peers
- c. DiscoveryBound Outreach – identify creative ways to serve the Christian Science field through local, regional, national and in-depth programs
  - i. Promote chapter interest based on community needs; identify additional collaboration activities with other Christian Science-based organizations – e.g. Principia Clubs and Acorn activities – and other non-Christian Science organizations for community service
  - ii. Continue providing regional and national programming with “bring-a-friend” incentives and additional programming run by staff (and stipend individuals) for 20s / 30s-age-group events
  - iii. Foster DB Ambassadors to connect church contacts and chapter workers, first within the U.S., then cultivate international participation
- d. DiscoveryBound Compass – maintain and grow the one-year high school in-depth program
  - i. Expand the Compass program based on interest and move to a regional model with sufficient demand
  - ii. Continue to develop program for Compass teens to engage with their Sunday School teachers and peers in the programs monthly topics
- e. Balance marketing for A/U Ranches and DiscoveryBound programs
  - i. Increase enrollment and registration through marketing on all platforms (print / web / direct mail / social media / face-to-face meetings)
  - ii. Maintain an awareness in marketing design and utilization as we look to best practices in direct mail, email and the evolution of social media platforms over the next five years
  - iii. Help tell the story of the impact these programs make on participants' lives with an evolution to more sophisticated messaging that connects with constituents
- f. Improve evaluation, accountability, and training for greater success
  - i. Properly train staff members to go out into the world to bless others; emphasize importance of being accountable and quantitative in becoming an effective organization
  - ii. Develop quantitative measures for evaluating achievement of program goals and objectives; utilize data to focus staff training and development on improving delivery of program outcomes
  - iii. Develop and utilize quantitative assessment of organization goals and staff development in order to identify organization-wide desired key results each year; link key results to every position and employee
  - iv. Adapt tactical implementation of programs with changing times
- g. Further serve a young adult constituency through programming identified and recommended by a young adult research consultant
  - i. Develop a young adult work-force at the A/U Ranches year-round
  - ii. Host a 20s / 30s winter program
  - iii. Develop a young adult SCA (Student Conservation Association) type trail work / natural history program
  - iv. Provide internship opportunities at the Denver Headquarters and A/U Ranches

- v. Offer programs in the field with financial support as needed to attend events – e.g. young adult travel fund

## **2) Champion Community and Working with Others**

- a. Cultivate and strengthen partnerships, including secular one
  - i. A/U Ranches – develop additional partnerships within and outside of the CS community – e.g. Colorado Fire Camp, Cowboy Mounted Shooting community, Boy Scouts, etc.
  - ii. 100 Elk – utilize 100 Elk schools for market research on proposed new programs and execute innovative programs – e.g. sports camp, spring break family ski week, spring and fall family weekends
  - iii. DiscoveryBound (all programs) – deepen partnerships with Asher Foundation, Albert Baker Fund, Friends of The Christian Science Monitor, TMC Youth, the Christian Science Publishing Society, Longyear Museum, Principia, CS nursing and the Congressional Award Office; also identify additional facilitators to strengthen curriculum in communications, ethics, the Bible, global perspectives, service work, etc.
- b. Accelerate greater outreach into local communities
  - i. Incorporate community service into DB Outreach teen weekends
  - ii. Add a national day of service to programming across the organization
  - iii. Provide Buena Vista community outreach days – e.g. open pool, field, rock gym, ropes course to local community; partner with local organizations where possible
  - iv. Increase rental opportunities at the A/U Ranches and deepen existing partnerships – e.g. Wilderness First Aid courses, wilderness education, knitting, etc.
- c. Deepen volunteer connections to advance the mission of Adventure Unlimited
  - i. Develop DB Ambassador program to share organizational objectives and ways to be involved, as well as host local programming
  - ii. Align National Alumni Board efforts to organizational strategic goals and objectives – e.g. outreach and enrollment
  - iii. Develop resources and training for volunteers to streamline volunteer efforts
  - iv. Begin wider volunteer calling campaign outreach through local committees and members
  - v. Explore fall service day at the A/U Ranches
  - vi. Encourage alumni and constituent involvement through five engagement points – e.g. prayerful support, participation, volunteering, becoming an ambassador and giving philanthropically
- d. Explore more joint programming, such as Gap Year, Young Adult initiatives, etc.
  - i. DB NLC – explore ways to partner with other CS Camps for domestic adventure trips
  - ii. DB Outreach and Compass – execute additional collaboration as providers with joint programming
- e. Use marketing / vendor resources to create new products
  - i. Utilize internal client resources within each department for perspective
  - ii. Employ social media to extend our brand promise when participants are not in program, and to amplify our programs within participants' social media networks

- iii. Market to our alumni community so as to inspire it to action – motivate past participants to enroll themselves, their family members or Sunday School students in programs, to give to the organization or share their story through word-of-mouth marketing
- f. Expand and clean up our database to enable an ongoing conversation with our constituency and track their engagement

### **3) Nurture Staff Development**

- a. Enhance bench strength – e.g. greater use of interns, determine ways to increase ownership of brand
- b. Evaluate compensation ranges with competitive or higher starting ranges, possibly benchmarking wider than Colorado non-profits, and assess benefits including health care
- c. Strengthen professional development pieces to enhance worker skills and productivity
  - i. Fortify skills of volunteers through development of training modules – e.g. NLC class leaders and mentors
  - ii. Remain proficient in marketing skills with the latest design programs, video editing and social media engagement tools through online video subscription resources and in-person training
- d. Monitor internal and external human resource needs, trends and law changes, and respond in a timely manner as needed
  - i. Provide management training
  - ii. Employ outside analysis and resources where applicable

### **4) Recognize Financial Sustainability**

- a. Diversify business model with additional revenue streams at the A/U Ranches – e.g. more facilities rentals, corporate 100 Elk programs, etc.
  - i. Expand room rental program with a business plan for rentals inclusive of appropriate facilities, costs, marketing, and custom options – e.g. meals, programming, etc.
  - ii. Additional 100 Elk programming – e.g. meeting and retreat programs, as well as additional items under plank one (corporate, community and underserved groups programming)
  - iii. Other revenue opportunities include corral events, such as gymkhana competitions and/or cowboy-mounted shooting exhibitions / contests, etc.
- b. Employ a balanced financial model of revenue to contributions for the annual fund of the organization, such as 50% revenue and 50% contributions (35% contributions and 15% endowment sweeps)
  - i. Determine right balance of program costs, financial aid and revenue
  - ii. Address need for underwriting with adult programs
- c. Complete the Bridges to the Future Campaign for endowment, capital projects and program expansion goals
  - i. Focus on major gifts
  - ii. Secure funding for ongoing deferred maintenance through mini-campaign for the Facilities Maintenance Endowment, etc.
  - iii. Only engage in substantial capital projects that are fully funded by contributions with an understanding of long-term upkeep requirements
  - iv. Ensure new programs and building have an endowment built into the project development

- d. Execute the Foundation strategic goals
  - i. Further cultivate and solicit existing major donors and potential major contributors
  - ii. Expand and specifically cultivate planned giving opportunities for donors
- e. Cultivate additional underwriters
  - i. Nurture a younger demographic of donors, such as second generation, through specific social media campaigns
  - ii. Seek out support from non-Christian Science community
  - iii. Identify foundations with niche interests that align with our mission, for stronger collaboration
- f. Achieve proper balance of marketing effectiveness between digital and print communications
  - i. Manage cost expectations and ensure successful relationships with vendors; seek cost efficiencies where possible
  - ii. Evaluate and adjust as needed
- g. Do not take on any long-term debt
- h. Seek to optimize Headquarters asset; explore revenue opportunities using this asset

## **5) Advance Systems and Structures**

- a. Focus on leveraging current resources
  - i. Expand current assets rather than building new structures, such as The Hub and Valerie Lodge expansion
  - ii. Shift to rental model of A/U Ranches housing for new staff
  - iii. Look for ways to develop existing resources for a useful purpose instead of adding new websites, social media, platforms, plug-ins, vendors, etc. – e.g. move toward Luminate to utilize a current email marketing system
- b. Establish a deferred maintenance plan with a corresponding financial model
  - i. Perform Facility Condition Index with an external evaluator of facility and liabilities
  - ii. Address deferred maintenance on a rotating schedule
- c. Analyze utility development for greater efficiencies
  - i. Explore hydroelectric and ground-source heating for buildings like Valerie Lodge
  - ii. Continue to make programmatic and facility decisions to improve energy efficiencies
- d. Fortify and adapt technology needs to leverage current trends and modes
  - i. Adopt current technology to best support remote nature of programs – e.g. NLC class websites, webinar classrooms and communication tools
  - ii. Maximize current technology to its full capacity – e.g. A/U Ranches' CampMinder for marketing, enrollment, trend tracking, and outreach, and explore similar software for 100 Elk and rental client management
  - iii. Utilize appropriate industry standards for marketing's cloud-based project management and design systems
  - iv. Continued transition to energy efficiencies – e.g. LED, golf carts, weather proofing, etc.
  - v. Seek to foster technology that further develops and sustains a sense of community

- e. Develop and maintain a Policies and Procedures Plan that addresses issues organization-wide
  - i. Evaluate current statutes; standardize; establish training plan; identify roles and timeline
  - ii. Document remaining new policies and procedures by department; re-evaluate plan and adjust as needed
  - iii. Design Marketing Maintenance Plan that includes branding updates and fresh designs for each program's marketing collateral every three years – e.g. 2018 Adventure Unlimited and A/U Ranches, 2019 DiscoveryBound, 2020 100 Elk, etc.
- f. Organize a company-wide plan for IT software purchase, maintenance, upgrades and training
  - i. Evaluate IT needs and issues at a department-level; communicate results organization wide
  - ii. Establish a rotation plan for hardware and software / maintenance / cloud-based solutions to address current and future needs
  - iii. Determine ongoing online video chat platforms (Google Hangouts or Adobe video conferencing) to provide online face-to-face meetings