

# Deer Run Camps & Retreats

## Momentum Plan 2018-2022

**Mission Statement:** To provide excellent camps and retreats that inspire a transformational relationship with Jesus Christ and strengthen relationships with family and friends.

**Vision Statement:** To transform as many lives as possible for Christ through the growth of staff, facilities, and programs.

**Values:** *Values are principles or standards of behavior; they define what is important to an organization.*

The Deer Run Way is to serve the Lord with integrity, stewardship, servanthood, excellence, and community.

*Colossians 3:23-24 HCSB: "Whatever you do, do it enthusiastically, as something done for the Lord and not for men, knowing that you will receive the reward of an inheritance from the Lord. You serve the Lord Christ."*

### 4 Strategic Priority Areas and Goals

A strategic priority is an area of focus for the organization for the next three to five years.

Goals describe future expected outcomes or states within a strategic priority. They provide direction and focus on ends rather than means.

#### 1. Planned Growth

**Establishing plans and securing the financial resources to support growth.**

- Establish a plan for desired growth in campers, programs, and camp development to include financial benchmarks.
- Develop a fundraising plan to establish and deepen donor relationships to meet current and future annual, capital and endowment needs.
- Implement a board-development program reflecting best practices to support strategic growth.
- Ensure that people, systems, and resources (such as technology) are in place to support growth.

#### 2. Develop Staff

**Ensuring that Deer Run has the staff needed to fulfill its mission.**

- Develop a plan to attract, train, reward and retain staff needed to effectively and efficiently serve the increased number of guests projected.
- Conduct analysis of needed staff positions.
- Ensure staff has the resources needed to be successful – technology, workspace, etc.
- Prepare an executive management transition plan.

### **3. Enhance Communications**

**Providing internal and external communications to ensure that Deer Run effectively communicates with key constituencies.**

- Develop an internal communications plan.
- Update the marketing plan.
- Develop a crisis communications plan.

### **4. Improve Programming**

**Continue to enhance camp and retreat programming to influence more lives.**

- Deepen partnerships with other Christian organizations.
- Assess the quality and effectiveness of current programs and evaluate opportunities for future program needs.
- Refine the risk management plan.