Strategic Plan
2013-2017
## Important Terms

<table>
<thead>
<tr>
<th>Term</th>
<th>Definition</th>
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<tr>
<td><strong>Strategic Plan</strong></td>
<td>Comprehensive document emphasizing how we will pursue competitive advantage over the long-term; serves as a basis for, and driver of, our annual performance plan</td>
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<tr>
<td><strong>Mission</strong></td>
<td>Why we exist</td>
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<tr>
<td><strong>Vision</strong></td>
<td>What we want to be</td>
</tr>
<tr>
<td><strong>Values</strong></td>
<td>What we believe and how we will act</td>
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<tr>
<td><strong>Objectives</strong></td>
<td>Converts mission and vision into action</td>
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<tr>
<td><strong>Goals</strong></td>
<td>What we will accomplish short and long-term</td>
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<tr>
<td><strong>Strategies</strong></td>
<td>How we will get there</td>
</tr>
<tr>
<td><strong>Tactics</strong></td>
<td>How we will implement our strategies through the execution of specifically identified actions</td>
</tr>
<tr>
<td><strong>Milestones</strong></td>
<td>Basis for establishing accountability and tracking our strategic progress (possibly triggering a strategic reassessment)</td>
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Introduction

[To be provided]
Mission

The Colorado Mountain Club is organized to:
• Unite the energy, interest, and knowledge of the students, explorers, and lovers of the mountains of Colorado;
• Collect and disseminate information regarding the Rocky Mountains on behalf of science, literature, art, and recreation;
• Stimulate public interest in our mountain area;
• Encourage the preservation of forests, flowers, fauna, and natural scenery; and,
• Render readily accessible the alpine attractions of this region.

Vision

We aspire to engage a robust community in the responsible enjoyment of the Colorado Rocky Mountains and greater outdoor adventures.

Values

• We believe in our MEMBERS; we value each of our members by putting their needs and interests at the center of what we do.
• We believe in VOLUNTEERS; our activities and accomplishments would be impossible to achieve without them.
• We believe in RECREATION; we provide many opportunities for outdoor adventure.
• We believe in EDUCATION and SKILL BUILDING; by providing training and education we help outdoor enthusiasts appreciate the mountains and enjoy them safely and responsibly.
• We believe in CONSERVATION; we must act as good stewards of our natural mountain environment to preserve it for future generations.
• We believe in SAFETY; the first goal of CMC activities is to avoid injury or accident.
• We believe in COLLABORATION; implementation of our mission requires cooperation with like-minded individuals and organizations to attain shared appreciation for our Colorado mountains.
Objectives

1) **MEMBERS.** Offer an excellent experience for members and prospective members.

2) **EDUCATION & RECREATIONAL OPPORTUNITIES.** Furnish and encourage enjoyable, safe, environmentally responsible, human powered recreation activities. Teach mountaineering and outdoor skills to enhance safety, enjoyment, and the appreciation of the natural environment.

3) **CONSERVATION.** Sustain wilderness, wildlife, and native ecosystems in Colorado for the appreciation and enjoyment by current and future generations.

4) **ORGANIZATION.** Create and maintain an organizational structure and infrastructure that optimally supports the organization.

5) **FINANCIAL PERFORMANCE.** Build and sustain a strong, diverse financial base.
Goals, Strategies, and Tactics: Members

Goals
1) Improve measured levels of member satisfaction.
2) Increase the presence of the CMC throughout the state.
3) Increase membership and retention throughout the state.

Strategies for Goals 1 and 3
1) Determine current level of member satisfaction for future comparisons.
2) Determine the drivers of member satisfaction.
3) Identify the top driver of member satisfaction and create an improvement plan.
4) Implement a process to continuously monitor and respond to membership satisfaction going forward.

Strategies for Goals 2 & 3
1) Determine responsibilities between State Council, Staff and Board.
2) Collaborate with groups to create a work plan for branding and marketing throughout the state.
3) Collaborate with membership task force to determine how to approach growth and retention.
Goals, Strategies, and Tactics: Education & Recreational Opportunities

Goals
1) Understand the opportunities presented by best in class programming to determine the CMC’s real market (e.g., YEP, trips, film festivals, schools, social events).
2) Create and implement an action plan based on findings.
3) Build a strong volunteer infrastructure to deliver impactful and transformative programs.

Strategies for Goals 1 and 2
1) Study Outdoor Industry Association’s annual report and any other applicable information to assist in determining market trends for Colorado.
2) Determine whether to engage a market consultant to understand the real market.
3) Create a fact-based situation assessment.
4) Understand our capacity.

Strategies for Goal 3
1) Work with volunteers to analyze current offerings and volunteer practices; make adjustments to remain relevant, competitive and minimize volunteer fatigue.
2) Leverage partners or Staff to fill gaps in mission-critical programming where there is no volunteer interest or expertise, or where paid Staff will allow us to better meet the needs of our community.
3) Use Staff to support volunteer recruiting, training, and recognition.
4) Assist volunteers in succession planning by creating mentoring programs and support for transfer of knowledge.
5) Use technology to improve leader communication, training, content, and administration.
Goals, Strategies, and Tactics: Conservation

Goal
1) Engage the CMC membership and greater Colorado community in conservation efforts in the following key areas:
   • Protecting Wild Places
   • Defending the quiet recreation experience
   • Promoting stewardship and access
   • Backcountry Snowsports Initiative

Strategies for Goal 1
1) Improve communication with CMC members.
   a) Improve communications to larger Colorado community.
Goals, Strategies, and Tactics: Organization

Goal
1) Build an exceptional organization that exceeds nonprofit industry standards and measures against those benchmark areas in the areas of operations, finance, and governance.

Strategies for Goal 1
1) Review and revise CMC Bylaws and CMC Constitution in order to remove contradictions and redundancies and establish clear distinctions on roles and responsibilities.
2) Inventory and update corporate policies.
3) Establish corporate compliance policy, and implement.
4) Develop a financial plan that includes annual and future financial planning, fundraising, and development—including future revenue streams.