



*Strategic Plan*  
*2013-2017*

# Important Terms

<b>Strategic Plan</b>	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
<b>Mission</b>	Why we exist
<b>Vision</b>	What we want to be
<b>Values</b>	What we believe and how we will act
<b>Objectives</b>	Converts mission and vision into action
<b>Goals</b>	What we will accomplish short and long-term
<b>Strategies</b>	How we will get there
<b>Tactics</b>	How we will implement our strategies through the execution of specifically identified actions
<b>Milestones</b>	Basis for establishing accountability and tracking our strategic progress (possibly triggering a strategic reassessment)

# Table of Contents

Important Terms.....	2
Table of Contents.....	3
Introduction.....	4
Mission.....	5
Vision.....	5
Values .....	5
Objectives .....	6
Goals, Strategies, and Tactics: Members .....	7
Goals, Strategies, and Tactics: Education & Recreational Opportunities.....	8
Goals, Strategies, and Tactics: Conservation.....	9
Goals, Strategies, and Tactics: Organization .....	10

# 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.
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# Vision

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

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# 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.