

SHERWOOD FOREST



# STRATEGIC PLAN

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2021 - 2024



# G R O W T H   F O R   O U R   F U T U R E

Dear friends,

In 2019, Sherwood Forest began putting in place the process to write our next strategic plan. Even as the world began to change in 2020, we decided this work could not wait and moved forward with our planning process although we, of course, had to make some adjustments. We reached out to our community – campers, parents, board, staff, volunteers and community partners – to make sure we included their voices throughout the planning and discussions.

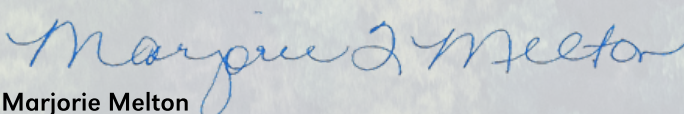
Through this process, we identified a few areas of growth for Sherwood Forest. First, we quickly realized that our mission and vision statements needed to be updated to better articulate the impact we have on the children we serve. A task force was created and the result of their work is now included in this document as our new mission and vision. This helps to guide our work and purpose over the next several years as we reach new goals and growth in our organization.

Next, we delved into a discussion of our programs and how they could be improved to help us fulfill our promise to our children and help inspire and empower them to reach their full potential. This led us to discuss the social and emotional learning that is engrained in the summer camp and year-round experiences and a decision to intentionally work to develop this learning for greater impact. This is reflected in our programming goals outlined in this document.


The 2020 pandemic and the way it negatively affected various groups, especially the families we serve, and the racism that is continuing to impact our world and community, led to a discussion of equity and how we ensure our work is inclusive and addresses inequities in our society. This resulted in the development of a Diversity, Equity and Inclusion Committee. This committee works to ensure there is consistent oversight, to always push us to examine our policies, procedures and practices and to help us challenge and work to eliminate racism, sexism, classism and other “isms” that are keeping some members of our community from being able to reach their full potential.

Finally, we examined the resources – human, physical and monetary - we will need to accomplish these goals. Some of our previous strategies in these areas will need to continue to grow and change for us to further our mission.

The details of our goals and strategies are outlined in this document. None will be easy and all will take a lot of work, but our Board and Staff are committed to our children and their success. We invite you to join us on this journey.



Marjorie Melton  
Board President



Addie Bone  
Interim Executive Director





## Our Vision

Envisioning a community where all youth discover and achieve their fullest potential.

## Our Mission

Sherwood Forest provides dynamic programs and immersive outdoor experiences that inspire and empower youth from under-resourced communities to discover their resilience, prepare for their future, and embrace their civic responsibility.

## Our Promise

To help children discover the best in themselves so they can grow up to do good in the world.





## Who We Serve

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Sherwood Forest offers an environment of acceptance, support, self-discovery, and learning like no other. Our youth cultivate their individual interests and talents, immerse themselves in nature, and develop important life skills including teamwork, self-confidence, and responsibility. We establish and maintain long-term relationships with youth and their families, beginning in the first grade, all the way through their post-secondary pursuits.

Most of our children come from low-income families and under-resourced communities. Forty four percent live in households below the federal poverty level with 79% qualifying for free or reduced school lunch programs and another 8% hovering just above this threshold. Our youth are racially and ethnically diverse: 66% African American, 22% white, 8% multi-racial, 2% Hispanic, and 2% identify as another race. Each year, about 70% are return campers, which is a testament to the long-term relationships we form with our children and families.





# Our Current Programs and Services

Sherwood Forest is a year-round youth development organization that, at its core, is aimed at helping our campers break the cycle of poverty. We recognize that the natural environment presents a unique opportunity for learning and growth, therefore our programs are anchored in a residential camp experience and include school-year programming. Sherwood Forest offers three distinct programs.

The Quest program begins for children after completing the first grade and allows them to grow up with us through completion of ninth grade. These youth participate in a residential camp experience and participate in school-year activities. Quest is centered around helping campers develop the social and emotional skills necessary to achieve success later in life: teamwork, independence, responsibility, problem-solving, and self-confidence. During the summer, our campers choose their activities daily and build skills at their own pace. They participate in a mix of traditional camp experiences including hiking, swimming, and backpacking, and enrichment programs aimed at reducing summer learning loss, which is a significant challenge for youth growing up in poverty.

Our Supports for Success program prepares Quest program alumni for college and career success. Beginning in tenth grade and continuing through the completion of post-secondary education or training and entry into the workforce, this program helps them become economically self-sufficient and connected in their communities with healthy family and social relationships. The program teaches youth job-readiness skills, builds their financial literacy, and guides them through the college application and enrollment processes.







# Our Current Programs and Services

Sherwood Forest's Outdoor Education is an experiential program that provides schools, school districts, youth groups, and youth-serving organizations with hands-on learning focused on STEM and character development. These programs utilize our rustic-outdoor setting which allows children to learn and grow in a unique environment. Sessions can last two to five days and are fully customizable to meet the needs of each partner organization.



Sherwood Forest's ultimate definition of success is having our campers escape poverty as adults. Without effective intervention, poverty is powerfully intergenerational, with over 42% of persistently low-income children of color and more than 25% of persistently low-income white children remaining in poverty as adults.

To break this cycle, numerous factors must come together because economically disadvantaged children must meet and overcome a huge number of obstacles on their journey to adulthood – any one of which can permanently derail them.

Our programs are strategically designed to build the soft skills, academic ability, personal traits, and life strategies that make children from low-income families able to overcome these obstacles. The longitudinal nature of our programs makes us uniquely able to nurture long-term relationships with our youth and their families.



# Our Goals

2021-2024



## Programs

- Goal 1.** Realign all programs with current participant needs.
- Goal 2.** Develop the Quest program with the goal of building resilience in our campers.
- Goal 3.** Further develop the Supports for Success program to meet the individual needs of program participants.
- Goal 4.** Determine the optimal use of the Lesterville facility during the off-season and create an implementation plan.

## Facilities

- Goal 1.** Create a facility plan that ensures our Lesterville facility is adequately maintained and upgraded to manage projected program growth.
- Goal 2.** Update the natural resource stewardship plan for the Lesterville facility.
- Goal 3.** Identify and secure adequate St. Louis facilities to meet staff and programmatic needs.

## Administration

- Goal 1.** Develop human capital through effective employee talent management.
- Goal 2.** Establish a framework for maintaining compliance to Human Resource laws and policies.
- Goal 3.** Establish a formal Sherwood Forest alumni network.
- Goal 4.** Review and modify policies and procedures to ensure they are inclusive.

## Board Governance

- Goal 1.** Maintain a strong and purposeful Board structure.
- Goal 2.** Maintain a diversified Board and effective Board leadership.
- Goal 3.** Provide the resources needed for our Board to effectively support Sherwood Forest.

## Resource Development

- Goal 1.** Establish and maintain a reserve fund to support financial continuity of operations.
- Goal 2.** Establish a facility's reserve to support ongoing and unexpected maintenance needs.
- Goal 3.** Grow the existing endowment to support long-term financial health.
- Goal 4.** Develop and implement a marketing and communications plan to raise Sherwood Forest's profile in the community.
- Goal 5.** Make sufficient investment in resource development infrastructure to achieve organizational goals and strategic priorities.





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## 1. Our History

Sherwood Forest is proud of the positive impact it has had on the lives of tens of thousands of youth from the greater St. Louis community. In 1918, the organization was founded by a group of dedicated citizens as the Park and Playground Association of St. Louis to promote an understanding of the need to extend and to support adequate parks, playgrounds, play fields, and play centers. Starting as a voluntary organization, the Association continued to operate a volunteer recreation program until 1927 when the first paid executive director was hired and came to St. Louis.

The Great Depression was responsible for a semi-dormant period in the organization's efforts from 1934 to 1937. Through the efforts of the Executive Director, members of the Board of Directors, and the Social Planning Council of the Community Chest (now known as the United Way of Greater St. Louis) in cooperation with the National Parks Service and the Civilian Conservation Corps, funds were designated for design and construction of several camps throughout Missouri. Among them was the first decentralized camp in the Midwest, its design based on the belief that the resident camp experience could be enhanced by dividing youth into small living groups. The National Parks Service selected the Parks and Playground Association to operate and lease this camp located in Cuivre River State Park on an annual basis.

In 1937, with an all-volunteer staff and \$2,000 for food, Sherwood Forest Camp served 600 boys and girls, ages 12-16, in a residential camp experience. Youth were referred by social service and group work agencies in St. Louis City and County. Gradually, the Parks and Playground Association regained momentum, performing the dual functions of the operation of Sherwood Forest Camp at Cuivre River State Park and the continuance of its prior activity in the municipal recreation field. A 1949 study by the Social Planning Council concluded that the operation of the summer camp program, related school and family camping, the exercise of community leadership in the field of camping and the conduct of counselor training courses should be the sole focus of the association. The organization's name was changed to Sherwood Forest Camping Service, Inc. in 1961, and in 1980, this was shortened to Sherwood Forest Camp, Inc. The summer camp program was operated in Cuivre River State Park until 1978 when the board of Directors authorized the purchase of 478 acres of Ozark forest land located near Lesterville, MO formerly known as the Wiggins Ozark Camp. The cost, including renovations and improvements, was nearly \$500,000.

In 2019, Sherwood Forest completed a \$7 million upgrade to our Lesterville facility that included a new village, library and STEM lab, health lodge, and dining hall.







Over the course of nearly 80 years, Sherwood Forest has made significant contributions to organized camping, recreational programming, youth development, and the St. Louis community including:

- Development of a Leadership Training Program in 1942.
- Initiation of the area's first school camp program in 1948.
- Racial integration and inclusion of children with disabilities beginning in 1954.
- Recipient of the Eleanor P. Eells Award for Program Excellence for the Leadership Training Program from the American Camp Association in 2006.
- Recognition as a "What's Right with the Region" honoree for Improving Racial Equality and Social Justice in 2007.
- Recipient of the first-ever Eleanor P. Eells Award for Excellence in Research in Practice for the Library and Book Club programs from the American Camp Association in 2015.
- Introduction of Supports for Success Program in 2016



## 2. Background and Context

At its core, Sherwood Forest is an anti-poverty agency. We are the only independent, nonprofit youth development agency in the St. Louis region offering both residential summer camp experiences and year-round programs for youth in grades one through twelve who are growing up in low income families and live in under-resourced communities.

We are unique in our ability to establish and maintain long-term relationships with our kids and their families. By starting in our programs after completing first grade, our youth are able to scaffold their learning. They receive early college exposure before entering high school and experience the personal growth, development, and support that will enable them to graduate from high school and pursue postsecondary education or training – steps key to their success as adults.

The barriers to college and career success for the youth we serve are immense and numerous. They include systemic racism, anti-academic peer pressure, crumbling and underperforming schools, and a lack of a consistent, safe environment that supports both their academic and social and emotional growth and development.

At Sherwood Forest we work to provide an environment that allows our campers to develop the assets they will need to be more successful later in life. We offer an environment of acceptance, support, self-discovery, and learning like no other. Our youth cultivate their individual interest and talents, immerse themselves in nature, and develop important life skills. By fostering long-term relationships with our campers, we help them grow up to be self-sufficient adults. 100% of those who complete our Leadership Training program go on to graduate high school and they are more likely to enroll and persist in post-secondary education or training. They grow up to break the cycle of poverty for themselves, their families, and their communities.

Sherwood Forest is widely recognized as a leader in youth development, nonprofit management, and in the camp industry. We are accredited by the American Camp Association and are a proud member agency of the United Way of Greater St. Louis. Sherwood Forest is fully accredited by the Better Business Bureau and is a Charity Navigator Four Star Charity.





## 3. Our Goals

The strategic goals identified through this planning process have been grounded in five pillars: programs, facilities, administration, board governance, and resource development. Goals, strategies, and benchmarks have been developed for each area of focus.

### 3-1. Programs

#### Goal 1. Realign all programs with current participant needs.

Each program offered at Sherwood Forest serves to meet the needs of our youth in different ways. To increase our impact in the St. Louis community, we believe our programs must remain dynamic and constantly evolve to best support our participants each year, leveraging evidence-based techniques and framework.

##### Strategies:

- Incorporate child centered Social and Emotional Learning (SEL) framework into all programs by following the CASEL (Collaborative for Academic, Social, and Emotional Learning) model.
- Develop new logic models for each program.
- Re-conceptualize and implement data collection, participant tracking, and program evaluation.
- Foster intentional family and community engagement to strengthen youth outcomes.
- Evaluate opportunity to introduce off-site programming to school and community groups as a stand-alone curriculum or scaffolding for camp-based activities.

#### Goal 2. Develop the Quest program with the goal of building resilience in our campers.

Many of our campers have already faced significant trauma or challenge in their lives. Current youth development research indicates the value of supporting youth in building resilience to help them navigate through such adversity. By redesigning our Quest program to focus on key factors like positive adult relationships and community connections, we will help campers develop lifelong skills that equip them to all of life's challenges.

##### Strategies:

- Improve seasonal staff retention and recruitment.
- Reimagine year-round programming.





**Goal 3. Further develop the Supports for Success program to meet the individual needs of program participants.**

When our Supports for Success program was first developed, the focus was on the collective group and not the individual. Each of our youth have individual needs and we want to meet them where they are in their journey through both group and individualized programming. By placing our focus on providing the scaffolding and resources our Supports for Success participants need, they will head into young adulthood with a sense of agency and ownership.

**Strategies:**

- Support participants in broadening their trusted social capital network.
- Continue to shift from content-based programs to individual and community-based programming.
- Develop a mentor program for Quest and Supports for Success participants.

**Goal 4. Determine the optimal use of the Lesterville facility during the off-season and create an implementation plan.**

Our current Outdoor Education program operates at or below break-even net income. By evaluating this program, as well as other opportunities to leverage facilities in the off-season, we will determine optimal use and ensure mission alignment.

**Strategies:**

- Evaluate facility use options, including use for Outdoor Education programs, community groups, private rentals, and special events.
- If research indicates, revamp Outdoor Education program to align with school educational outcomes.
- Develop implementation plan that includes rebranding, budget, fee structure, resourcing, timelines, etc.





## 3-2. Facilities

**Goal 1. Create a facility plan that ensures our Lesterville facility is adequately maintained and upgraded to manage projected program growth.**

Annual maintenance cost for our newly renovated facility is expected to increase significantly in the future. Our goal is to identify and understand future campsite maintenance costs and the impact that program growth will have on existing facilities.

### Strategies:

- Develop a process plan for maintaining new and existing facilities at Lesterville, including an action plan to resolve unexpected challenges that may arise.
- Continue to identify and plan for facilities needed to support program expansion and growth goals, such as youth accommodations, staff housing, and space for new and innovative programming.
- Develop a process to forecast future maintenance, repair, and replacement costs for equipment and facilities, as well as projected funds required for future capital projects.

**Goal 2. Update the natural resource stewardship plan for the Lesterville facility.**

Sherwood Forest is situated on 478 acres of secluded Ozark forest land. Our history and values are anchored in nature and, therefore, it is imperative that we ensure the sustainability of our forests, meadows, and waterways for future generations.

### Strategies:

- Develop an integrated natural resource management plan.
- Create project-based natural resource stewardship days for campers and other volunteers.
- Seek opportunities to further leverage the natural landscape through nature-based programming.





### **Goal 3. Identify and secure adequate St. Louis facilities to meet staff and programmatic needs.**

As new programs and initiatives have been introduced, the year-round staff has grown and will continue to grow. We also continue to increase the quantity and quality of school-year programs. Consequently, the current St. Louis facility is no longer adequate for accommodating staff, volunteers, and St. Louis-based programming.

#### **Strategies:**

- Create task force to oversee planning for relocating St. Louis facility.
- Analyze what space, layout, features, and resources are needed to meet program growth in the next 5 to 10 years.
- Identify and evaluate new office locations with consideration to special needs, location, accessibility to youth served, and cost.
- Ensure continuity of service during the transition.





### 3-3. Administration

#### Goal 1. Develop human capital through effective employee talent management.

Valuing human capital is vital in creating a successful organization. By identifying and developing talented employees, we allow our youth to be supported in the most effective way possible. This focus also aligns with our value of providing and maintaining long-term relationships.

##### Strategies:

- Review current staff roles and responsibilities and identify additional staffing needs based on strategic goals.
- Create a succession plan for staff leadership roles.
- Review and refine our process for identifying and recruiting diverse talent for vacant positions, and continue to cultivate existing employees for personal development.
- Strengthen existing Human Resource committee to better support strategic goals.
- Review personnel policies and procedures to ensure they are relevant to our current needs and inclusive of the values of Sherwood Forest.
- Review overall employee benefits and compensation package and continue to benchmark against comparable non-profits.

#### Goal 2. Establish a framework for maintaining compliance to Human Resource laws and policies.

Due to the legal implications that may result from not having a Human Resources policy review process, this is a key component of this strategic plan. Laws governing employment can change frequently and, therefore, a framework needs to be established to remain abreast of changes.

##### Strategies:

- Develop best practices for updating and communicating changes in laws and organizational policies to relevant groups and individuals.
- Create formal procedure for regularly monitoring changes in employment law and ensuring continued compliance.



### 3-Goal 3. Establish a formal Sherwood Forest alumni network.

No formal structure exists for engaging and maintaining relationships with our alumni. A formal alumni network will strengthen our alumni voice and continue to cultivate the long-term relationships that Sherwood Forest promotes. The sharing of alumni stories and accomplishments also provides opportunities to expand our fundraising efforts and inspire our campers to see the possibilities that lay ahead.

#### Strategies

- Establish a framework to engage alumni to support the overall organization.
- Identify resources required to manage the program once the framework is in place.

### Goal 4. Review and modify policies and procedures to ensure they are inclusive.

Sherwood Forest is committed to fulfilling our Race, Equity and Cultural Pledge. We seek to proactively eradicate all forms of discrimination, racism, and racial biases by supporting organizational and programmatic diversity, inclusion, and racial equity as it relates to Sherwood Forest personnel, programs, policies and Board governance. We seek to foster a nondiscriminatory culture for the betterment of the organization, our service delivery, and the youth and families that we serve. Scope includes, at a minimum, discrimination based on race, religion, gender, gender identity, sexual orientation, classism, and individuals with disabilities.

#### Strategies:

- Establish a standing Diversity, Equity, and Inclusion committee.
- Conduct a periodic review of policies, procedures, and programs so that they are fully aligned with our Race, Equity, and Cultural Pledge.
- Integrate Diversity, Equity and Inclusion in the work of all committees and programs.





### 3-4. Board Governance

#### Goal 1. Maintain a strong and purposeful Board structure.

Board, committee, and task force structures play a significant role in executing our mission successfully. By continuing to review our current structures and how it serves the organization, we can identify possible gaps or areas for improvement.

##### Strategies:

- Review the needs of each Board leadership position and update job descriptions for each role.
- Continue to monitor board size to ensure maximum efficiency.
- Review the current committee and task force roles and structures to determine what changes, if any, are needed.
- Review, update and formalize the committee chair, and committee member job descriptions and responsibilities.
- Redesign Advisory group so that it has a defined purpose and structure.

#### Goal 2. Maintain a diversified Board and effective Board leadership.

Ensure board membership is diverse - in thought, expertise, and demographics. Additionally, to maintaining an effective Board, we must continue to cultivate our Members-At-Large so they can grow into leadership positions in the future.

##### Strategies:

- Continue to refine our process for Board leadership development and succession planning.
- Improve upon the process of identifying Board members to include leadership strengths in expertise relevant to leadership roles.
- Establish dedicated Board positions for Supports for Success participants, camper guardians, and alumni, ensuring appropriate representation of key stakeholders in strategic decision making (minimum number of seats for each to be determined).





### **Goal 3. Provide the resources needed for our Board to effectively support Sherwood Forest.**

Board engagement is a key component in achieving our mission. An active Board has the best opportunity to support the staff and youth served by Sherwood Forest. Providing adequate resources and support will help to increase engagement and help Board members to be better champions for the organization.

#### **Strategies:**

- Continue to build upon our Board evaluation process to create more robust methodologies to identify and select new Board members.
- Continue to develop a roadmap for all stages of Board participation from identifying new members to off-boarding members.
- Build an online resource for Board members to obtain information relevant to their work.
- Prepare educational sessions for Board members on finance, fundraising, cultural competence, education, diversity and inclusion, and other areas of importance to the organization.





## 3-5. Resource Development

### Goal 1. Establish and maintain a reserve fund to support financial continuity of operations.

The cost of running an effective camp and youth development program continues to rise and, as such, it is imperative that Sherwood Forest build a reserve fund as a way to show the financial health of our organization and avoid any reduction in services provided.

#### Strategies:

- Work with the Finance Committee to develop annual goals for resource development that are sufficient to build an operating reserve equivalent to 25% of annual operating cost.
- Develop annual plans for resource development to achieve goals.
- Continue building organizational culture of philanthropy so that everyone understands and is successful in their role of fundraising and donor development.

### Goal 2. Establish a facility's reserve to support ongoing and unexpected maintenance needs.

Significant facilities and equipment are needed to run an effective camp and youth development program. After successfully improving and expanding facilities and infrastructure at camp, maintaining a facilities reserve will help cover ongoing repair and replacement costs.

#### Strategies:

- Develop projections for ongoing maintenance repair and replacement needs, using the facilities plan as a guide.
- Work with the Finance Committee to develop annual goals for resource development that are sufficient to funding a facilities reserve.
- Consider investment options to help maximize the return on facilities reserve funds.





**Goal 4. Develop and implement a marketing and communications plan to raise Sherwood Forest's profile in the community.**

Communications is an ongoing area of opportunity for Sherwood Forest. Investing in our ability to effectively communicate key messages to our stakeholders will support successful resource development, brand awareness, and other organization goals.

**Strategies:**

- Update key messages and identify key constituencies.
- Develop annual plans for marketing and communications that support donor retention and stewardship.

**Goal 5. Make sufficient investment in resource development infrastructure to achieve organizational goals and strategic priorities.**

Successful fundraising requires sufficient resources. Investing in resource development infrastructure, including both staffing and technology, will be crucial to achieving organizational goals and strategic priorities.

**Strategies:**

- Explore database systems that will allow more effective data management and donor tracking and transition from current system as appropriate.
- Investigate and implement technology as appropriate to keep current with fundraising practices and tools.
- Sufficiently staff resource development team.







## About Sherwood Forest's Strategic Planning Process

The Sherwood Forest 2021-2024 strategic planning process has been developed by the Sherwood Forest Strategic Planning Task Force, which consists of the following members:

### Chairs:

**Don Mudd, Sep 2020**  
Member-At-Large

**Megan Waite, Jan – Aug 2020**  
Board Vice President

### Members:

**Addie Bond**  
Interim Executive Director

**Jim Schallom**  
Member-At-Large

**Irene Taranhike**  
Member-At-Large

**Angela Fulbright**  
Director, Resource Development

**Gary Skolnick**  
Member-At-Large

**Aliyah Walls**  
Quest Program  
Coordinator

**Marjorie Melton**  
Board President



## Figure 4-1 Strategic Planning Process





**Sherwood Forest and the Strategic Planning Task Force would also like to thank the individuals who have contributed to this Strategic Plan to help us achieve our mission:**

Pei Ancy	Stacy Clay	Luke Lamb	Jim Schallom
Amanda Andres	Judith Cochran	Ken Martz	Roger Scherck
Michael Appel	Betsey Comfort	Marjorie Melton	Courtney Simms
Lynn Baer	Jim Cornbleet	Emily Mess	Gary Skolnick
Maryanne Baer	Kareem Deanes	Alice Miller	Jack Sturm
Prescott Benson	Marina DeCotiis	CraigAnthony Moore	Danielle Tanaka
Roger Bielcke	Siana Dong	Don Mudd	Irene Taranhike
Jim Blatt	Angela Fulbright	Kyle Nesselbush	Jason Thompson
Addie Bond	Dave Goeke	Alexis Newsome	Rachel Tutwiler
Claude Bond	Keith Grypp	Daniel Nieters	Megan Waite
Mia Burgess	Alex Heck	Ron Norwood	Aliyah Walls
C'Andria Campbell	Sam Hopmeier	Amy O'Neil	Greta Walton
Tiffany Carey	Kathy Jay	Richard Payton	Cherelle
Tim Carey	Mike Jay	Aaron Pevitz	Washington
Tom Carey	Devon Kaltmayer	Rachel Presley	Amanda Westall
Susan Carpenter	Michael Kaplan	Vinny Qian	Allison Williams
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