

Viability Framework Tool

The below tool is intended for you to use internally with your campground boards. It is not a grade by which you are judged. Instead, it is intended so that you can better identify where you can improve the Mission, Operation, and Finance of your campground in order to become a stronger, more cohesive, organization. So . . . be critical of your campground when evaluating. It's important that instead of using the below to justify your favorite place that you are instead thoughtful about it. That will yield your best results.

Missional Viability – 14 Possible Points – Score: ____

1. **Clarity of Vision** – what the campground/retreat center aspires to become as an expression of Community of Christ vision and mission.

Approaching Viability (0pt)

Threshold Viability (1pt): There is general board understanding of what the campground aspires to be and it is directly linked to Community of Christ vision and mission. It may be more understood than written. There may have been no formal consensus process to get there or it may have occurred decades ago.

Target Viability (2 pts): A clear, specific, and compelling vision of what the campground aspires to be that impacts decisions and is understood and embraced by campground board and staff. Clear linkage to Community of Christ vision and mission. Developed by consensus process and reviewed frequently.

2. **Clarity of Mission** – campground's reason for existence that reflects Community of Christ's enduring principles and mission initiatives.

Approaching Viability (0pt)

Threshold Viability (1 pt): There is a general understanding of the campground's reason for existence, but it may lack clarity, only be understood by a few, not developed by consensus, and may not be utilized consistently to direct actions or set priorities.

Target Viability (2 pts): Clear articulation of campgrounds' reason for existence that is developed by consensus, broadly held within the organization at all levels, is referred to daily by staff, and is used to make decisions and create a distinctive guest experience.

3. **Overall Strategy** – a plan to realize vision and mission. If you scored less than 2 points on #1 or #2 you cannot give yourself 2 points here.

Approaching Viability (0pt)

Threshold Viability (1 pt): Some strategy exists but needs to be more clearly linked to mission, vision, and priorities. Strategy may lack specificity and may not be broadly known and therefore have limited influence over day-to-day operations.

Target Viability (2pts): Campground has clear medium to long-term strategy that can be acted on and is clearly linked to vision and mission. Strategy is broadly known, and staff/volunteer roles and actions clearly support strategy through operational decisions and actions.

4. **Goals/Performance Targets** – specific goals with milestones directly linked to strategy that help board and management track progress. You cannot give yourself 2 points here if you didn't give yourself 2 points on question #3.

Approaching Viability (0pt)

Threshold Viability (1 pt): Realistic targets exist that support vision, mission, and strategy. Targets or milestones may need more specificity in order to measure progress. Targets may also need to be more focused on outcomes rather than activities.

Target Viability (2 pts): Highly focused set of measurable targets that clearly link to vision, mission, and strategy and move us toward missional, operational, and financial viability. "Highly focused" implies the board and management have worked together to focus on the key drivers or indicators that will advance the vision and mission of the campground and ensure viability. These targets are monitored throughout the year and help achieve laser-like focus as new opportunities surface that may seem like good ideas but distract from goals or performance targets.

5. **Synergistic Relationships** – Mission Center President, Financial Officer, Board Chair, and Campground Manager work together to fully utilize facilities, grounds, and programming as a missional asset for the church.

Approaching Viability (0pt)

Threshold Viability (1 pt): Mission Center President and Financial Officer regularly participate in board meetings.

- Target Viability (2 pts):** Mission Center President, Financial Officer, Board Chair, and Campground Manager have formed collaborative relationships and regularly work together and with the board to explore ways to more fully utilize the campgrounds as a missional asset of the mission center.

6. Utilization by Community of Christ

- Approaching Viability (0pt)**
- Threshold Viability (1 pt):** Campground is a place of gathering for retreats and events and is located within reasonable driving distance of most congregations for a weekend experience. In general, the campground is booked a minimum of 25 days out of a calendar year by the church.
- Target Viability (2 pts):** Campground is a *preferred* place of gathering for retreats and events due to quality of facilities, beauty of grounds, and reasonable driving distance relative to most congregations. The campground is booked on average 50 days out of the calendar year and/or the church is able to book the campground whenever it wants to use it.

7. Mission Focused Programming/Events

- Approaching Viability (0pt)**
- Threshold Viability (1 pt):** The campground and mission center work together on a retreat or training experience aligned with Community of Christ enduring principles and mission for an external audience.
- Target Viability (2 pts):** The campground and mission center routinely work together on retreats or training experiences marketed to individuals outside Community of Christ but aligned with Community of Christ enduring principles and mission.

Operational Viability – 16 Points Possible – Score: ____

1. **Master Plan** – the campground has a master plan that guides decisions on infrastructure, building modifications, new buildings, and grounds development.

Approaching Viability (0pt)

Threshold Viability (1 pt): a plan exists but may need updated.

Target Viability (2 pts): a current plan exists, and it routinely utilized to guide decisions on grounds, infrastructure, and building development

2. **Recruitment, Development, and Retention of Staff/Volunteers** – a human resources plan is developed and updated to ensure the basics are in place to guide recruitment, retention, performance development, and retention of staff and volunteers.

Approaching Viability (0pt)

Threshold Viability (1 pt):

- i. The campground has adequate staff and volunteers to provide a consistent quality and safe guest experience.
- ii. The board appoints a two to three-member team to provide regular performance and development feedback to the campground manager/director based on position description and goals established. The board also reviews total compensation annually for the campground manager/director.
- iii. The campground manager/director regularly engages with staff and volunteers to provide support and feedback and explores how to improve working environment as part of the operations of the campground.
- iv. In addition, HR Basics are in place including required forms prior to hiring, position descriptions, safety information, and basic HR policies on time off, ethical conduct, etc. Where volunteers are utilized the campground manager at least connects with volunteers annually to express appreciation and receive feedback on how to utilize them most effectively.

Target Viability (2 pts):

- i. Threshold viability baseline is in place plus,
- ii. The campground manager develops an annual human resource plan that forecasts staffing needs, development needs, compensation adjustments, and identifies ways to improve work culture. This strategic plan is reviewed with the board for input and support as part of the annual budget process.

3. Governance – Your board of directors

Approaching Viability (0pt)

Threshold Viability (1 pt):

- i. It is not hard to fill the board with willing volunteers.
- ii. The board operates on bylaws that have been reviewed by the Presiding Bishopric.
- iii. The board meets regularly.

Target Viability (2 pts): the above are met plus

- i. Board members regularly participate in fiduciary and/or board training
- ii. Board members are actively engaged in recruiting mentoring future campground leadership.

4. First Impression Areas – entrance areas and signage are welcoming, clean, and provide direction to facilities on campground.

Approaching Viability (0pt)

Threshold Viability (1 pt): Basic signage in place at entrances and buildings are clearly marked on property. Community of Christ identity is present along with campground name.

Target Viability (2 pts): Signage in place that make navigation of grounds easy plus first impression areas (i.e. entrances, flooring, gathering places, dining space, etc.) are clean, well maintained, and free of clutter.

5. Guest Experience – this includes hospitality received on the grounds, quality and comfort of facilities for all ages, response to guest requests, health and safety, quality of food, and accommodation of dietary needs.

Approaching Viability (0pt)

Threshold Viability (1 pt): Survey tool developed and utilized to gather feedback on each guest/group experience related to grounds, facilities, sleeping comfort, quality and appropriateness of food for dietary needs, and health and safety. Information reported to board at least annually.

Target Viability (2 pts): Survey tool developed and utilized to gather feedback as baseline plus guest experience feedback data is utilized as key indicator of

performance and input into annual planning process for campground upgrades and operational improvements.

6. **Business Services** – this includes payroll, bookkeeping, billing and receivables, payables, and general effective use of financial resources in operating the camp.

Approaching Viability (0pt)

Threshold Viability (1 pt): Basic business services in description occur in a timely way and support ethical and quality campground operations.

Target Viability (2 pts): The following targets are met for each business service below:

- i. Payroll – employee hours input is timely and within Department of Labor and state guidelines. Payroll is run and deposited within state guidelines.
- ii. Bookkeeping – chart of accounts identified, and entries occur on a timely basis to facilitate timely budget reporting to board.
- iii. Billing and Receivables – clear expectations are documented and executed for initial deposit and final payment for use of grounds. Receivables are followed up on within 30 days.
- iv. Payables – campground pays bills on time and maintains positive relationship with external vendors.
- v. Financial Resources – campground management exercises wise stewardship in sourcing products and services, utilization of utilities, management of labor costs, and other general camp expenses.

7. **Legal Compliance and Risk Management** – this includes operating all aspects of the camp in compliance with world church risk management policies and world church and state legal requirements. This includes emergency preparedness and evacuation plans.

Approaching Viability (0pt)

Threshold Viability (1 pt): All aspects of camp operations are in compliance with world church risk management policy and within world church and state legal requirements. This is a requirement.

Target Viability (2 pts): In addition to threshold above, an annual audit checklist is developed and completed by management to identify how all areas of camp operations, (i.e. food preparation, healthcare, human resources, accounting, payroll, waste management, and emergency preparedness, etc.) meet world church and state requirements. This report is provided to the board on an annual basis.

8. **Ongoing Maintenance and Stewardship of Grounds, Equipment, and Facilities** – Ensure appropriate ongoing maintenance occurs, communicate potential medium to long-range capital replacement needs to board, manage land use consistent with the enduring principal Sacredness of Creation.

Approaching Viability (0pt)

- Threshold Viability (1 pt):** There is a basic plan for maintenance to ensure buildings and grounds are safe and operational. In addition, the board has knowledge of potential large capital replacement items on the horizon.

- Target Viability (2 pts):** Management and board evaluate all buildings and equipment on annual basis to identify expected useful life of buildings and equipment. The depreciation line item in the budget reflects this annual analysis. Larger capital replacement items are placed on a list for review during the annual budget process to ensure short-term and long-term decisions are made with full knowledge of the useful life of buildings and equipment.

Financial Viability – 14 Possible Points – Score: ____

1. **Financial Planning, Budgeting, and Monitoring** – basic planning through the budget process for annual operating budget and capital needs beyond the current year.

Approaching Viability (0pt)

Threshold Viability (1 pt): Limited financial planning occurs but an annual operating budget is in place. Basic financial reports are provided annually to the board for action and mission center conference (or association meetings) for informational purposes. Financial inspection occurs annual and reports of inspection provided to the Board of Directors and Mission Center.

Target Viability (2 pts): Operational budget and financial reporting in place plus solid financial planning beyond one year. Financial plans are updated annually and reflect anticipated organizational needs for major capital replacement or building and equipment needs to facilitate growth. Board (or Executive Director) maintains a prioritized list of anticipated needs to guide short-term decisions and inform fundraising strategy discussions.

2. **Sources of Revenue** – Revenue sources such as group rental income and investment income that fund operations.

Approaching Viability (0pt)

Threshold Viability (1 pt): The campground has adequate and diverse revenue sources and is not dependent on Community of Christ subsidies or assessments to meet annual operating budget.

Target Viability (2 pts): In addition to Threshold Viability above, the campground has multiple revenue sources, so its operations are not overly dependent on one group.

3. **Net Revenue Generation** – The extent to which revenues exceed expenses in a given fiscal year.

Approaching Viability (0pt)

Threshold Viability (1 pt): Revenues exceed expenses narrowly in two of the past three years. Net revenue generation is not dependent on Community of Christ Mission Center or Congregation subsidies or assessments.

Target Viability (2 pts): Revenues have exceeded expenses in all of the past three years enabling funding of operating reserve, strategic missional projects, and basic capital replacement needs. In addition, for larger campground operations net revenue generation enables partial subsidization for Community of Christ events and/or special programming.

4. **Operating Reserve** – a reserve of funds to manage cash flow fluctuations and/or times when the campground has a loss in expected revenue.

Approaching Viability (0pt)

Threshold Viability (1 pt): At least 25% (3 months) of the campgrounds annual budget has been set aside in case of unexpected need.

Target Viability (2 pts): Anything beyond 25% is good with the understanding you don't want to unnecessarily tie up cash needed for priority capital improvements or other expenses required to grow the mission.

5. **Funded Depreciation**– The setting aside of cash in amounts equal to annual depreciation to fund future purchases of assets with cash.

Approaching Viability (0pt)

Threshold Viability (1 pt): The campground conducts an annual inventory of buildings and equipment including an estimate of the useful life of major assets. Depreciation of physical assets is included in the campgrounds annual budget and reported on an annual balance sheet.

Target Viability (2 pts): The financial condition of the campground is strong enough the annual depreciation line item can be funded fully with cash amounts equal to the need of future purchase of replacement of assets when their useful life reaches zero.

6. **Anticipated Major Capital Improvements**

Approaching Viability (0pt)

Threshold Viability (1 pt): Anticipated capital replacement or new capital improvements can't be met with funds available. The funds required could be raised in a reasonable amount of time.

Threshold Viability (2 pts): Anticipated capital replacement or new capital improvements can be met with current funds available or funds that will become

available with a high level of certainty. In addition, the replacement or addition will retain or attract new revenue.

7. **Property Location** – Location of property relative to major metropolitan areas and congregations in the mission center(s).

Approaching Viability (0pt)

Threshold Viability (1pt): The campground is in reasonable driving distance (i.e. 2-3 hours) to enable use of the grounds for weekend retreats by the majority of the mission center. For week-long events the campground is within 6 hours of the majority of congregations in the mission center. In addition, the campground is within 2 hours of a major metropolitan area.

Target Viability (2 pts): The above, plus there are unique geographical draws or physical improvements to your campground that draw people in and make your campground unique compared to other competitors.