

DEVELOPED IN COLLABORATION WITH THE PEOPLE WE  
SERVE AND THOSE THAT SERVE TO STRATEGICALLY  
OUTLINE OUR AMBITIOUS PATH WITH A CLEAR,  
PURPOSEFULLY DRIVEN VOICE.



CAMP COMMUNITY

# 2023 STRATEGIC 2027 ROADMAP



**BUILDING A  
PLACE  
WHERE** **ALL**  
KIDS **THRIVE**

Rooted deeply in the core of Start-Up Kids Club is an unyielding commitment to empowering kids with the tools of knowledge and innovation, ensuring a brighter future-- an unwavering dedication that has led to our own innovation. That's why we are proud to announce our strategic focus on Camp CommUnity. Leveraging the wealth of program success from SKC, this transformative shift extends our reach wider and deeper than ever before, while remaining deeply rooted in our belief that **all** children deserve a chance to thrive. As we move towards a new chapter, we will work harder than ever to fight for our children, our communities-- our future.

**Change can feel terrifying** and as the founder of Start-Up Kids Club who's poured so much of my heart and soul into nurturing a space where children can feel safe to explore, to learn---to fail, I would be lying if I said anything otherwise. For years I witnessed how our unconventional approach to education was not only desired as reflected in our rapid growth but disrupted the community, empowering kids, connecting families, and building such a beautifully unshakeable impact that I was speechless when COVID halted our tracks.

Overnight, our 27 locations shuttered as we turned to a computer as a way to try to continue to support students. We fought hard to ride out the storm with our limited resources and rapidly declining funds, but we did it. In 2022, we resumed in-person programming, going from zero to 13 programs in Central Texas in our first semester.

Showing back up to the classroom filled with joy and enthusiasm, we noticed something different-- our kids. As if standing in a fog, once warm kids were guarded, parents more stressed and distant, volunteers reluctant and cautious. As a nonprofit that serves a high number of families in need, we're used to hardship and stress, but this was different, this-- was terrifying.

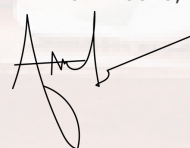
We weren't alone in our experience, with the overwhelming data that was coming out post-COVID, our kids, our families, *our communities*, were struggling like never before. And, just like that powerful moment on my street corner all those years ago that led to SKC, I realized, our kids need more. Now living in the small rural community of Wimberley, Texas, the rumblings of access and loss were amplified by the scarcity of resources.

So with our SKC programming on auto-pilot thanks to licensing, and in the very same nature that we do most things around here, we went all in without a second thought to pilot Camp CommUnity, an equitable summer program meant to prevent academic loss and support all children, regardless.

And do you. know what? Something incredible happened. A community banded together to invest in its most precious resource and we quickly realized, Camp CommUnity wasn't just a pilot; it was a powerful evolution of where we were-- and where we were going, aligning perfectly with our vision for our children, their education, and the future they deserve. While this new program wasn't based on entrepreneurship, it was fostering a sense of belonging, community, and empowerment in our children. It was equipping them with the skills and resilience they need to thrive in an ever-changing world. **It was bigger than Start-Up Kids Club---it was bigger than Wimberley.**

Knowing the very heart and soul of what we built with SKC could be maintained through our established licensing platform, we've determined the future needs Camp CommUnity. With this in mind, we couldn't be more excited to hone in on this ambitious journey with a renewed and unwavering commitment to building a brighter, more inclusive future for *all* children—one filled with boundless opportunities, endless possibilities, and limitless potential.

BLAZINGLY YOURS,





# SAME MISSION

To ensure all children are afforded the opportunity to succeed in life beyond the classroom.

**Our mission extends beyond the confines of traditional education, striving to create a world where every child is not only equipped for academic success but empowered with the skills, resilience, and creativity needed to thrive in diverse real-world scenarios.**



And like always, we're committed to serve as a cornerstone in the community, known for our innovative approach to out-of-school programming and our commitment to supporting every child as we work to cultivate a generation of confident, curious, and compassionate leaders who are prepared to excel academically and make a positive impact on society.





# CLEARER VISION

We envision a connected community where every child is equipped with the skills, confidence, and resilience to thrive in an ever-changing world.

Supporting our vision is a solid foundation of values built on:

## COMMUNITY

The foundation that create a sense of belonging, mutual support, and shared purpose.

## EQUITY

The pillar, because all child deserve access to a promising future-- period.

## JOYOUS LEARNING

The heartstring that has the power to create and fosters lifelong learners.

## EMOTIONAL INTELLIGENCE

The guiding light that forever lends resilience and empathy to the generations that follow.

# DRIVING GOALS

As we move into the evolution of our program over the next few years, we're driven by our unwavering commitment to building a stronger tomorrow, with a renewed focus on amplifying our impact through prioritizing-

**ENHANCING LEARNING OUTCOMES**

**FOSTERING COMMUNITY CONNCTIONS**

**ADVANCING SOCIAL AND EMOTIONAL WELLNESS**

**ENSURING EQUITABLE ACCESS**

**IMPROVING OPERATIONAL EFFICENCY**

# ENHANCING LEARNING OUTCOMES

We believe in the profound impact of education on transforming lives. and that by continuously improving our educational approach, we can ignite a passion for learning that empowers students to thrive academically, personally, and professionally.



We're dedicated to enhancing learning outcomes within our program to mirror the uniqueness of those we serve in the community-- those like Isabella\*. As a young girl, Isabella spent the better part of our childhood in and out of foster care before finding her forever home with the loving family she had always dreamed of. However, despite her new found foundation of hope, Isabella,

an eight-year-old emerging bilingual was already two grade levels behind, struggling to catch up at every turn.

Thankfully for Isabella, Camp CommUnity is grounded in its commitment to delivering research and evidence based practices throughout every corner of our programming. Because of this, Isabella can engage with learning in a way

she understands as she moves to build deeper, long lasting connections to the world around her from a teacher who looks like her, talks like her, and can relate to her.\*\* And as Isabella progresses in her journey, we are there every step of the way, refining and enhancing her experience based on feedback to ensure she not only has the tools she needs for a bright future, but she thrives.

\*Out of respect to those we serve and their extraordinary stories, names and photos have been changed.

\*\*Based on 2023 and 2024 staffing, 40% of CU teachers are bilingual and 75% are ESL certified.

# WE'LL ACHIEVE THIS THROUGH-

## 01. PURPOSEFUL PLANNING

We plan to expand and diversify programming to mirror the needs of those we serve by catering to a broader range of interests, ages, and skill levels, while also intentionally aligning our curriculum with Career and Technical Education endorsements to empower youth with more career path knowledge and skills from a much younger age.

**BY 2025:** Expand overall by 25%; micro pilot to test in Boerne. Reach 1300 Students

**BY 2027:** Expand overall reach 4000 Students in no fewer than 4 communities

**MEASUREMENT FOR SUCCESS:** Internal & external program evaluation, regular across the board assessments, and program counts reveal delivery of high quality programming 75% of the time or greater.

## 02. MEANINGFUL LEARNING

Empower deeper more meaningful learning by prioritizing hands-on, experiential learning activities whenever possible that encourage creativity, problem-solving, and collaboration.

**BY 2025:** Audit programming to ensure that 90% of programming meets goal

**BY 2027:** 100% adaptation with 80% or greater of students showing increase in targeted skills

**MEASUREMENT FOR SUCCESS:** Qualitative and quantitative assessments from students, teachers, and families, program evaluations, and regular observations

## 03. CONTINUOUSLY IMPROVING

"Feedback is the breakfast of champions", so for us to grow in our commitment to high quality programming, we must continuously assess and improve program quality, incorporating feedback from campers, parents, and staff

**BY 2025:** Retain 50% or higher student enrollment and 80% teacher retention

**BY 2027:** Benchmark impact measuring 80% or higher positive response and outcomes since launch

**MEASUREMENT FOR SUCCESS:** Internal and external program evaluation, regular across the board assessments, stakeholder surveying and long-term data review



**We believe in the strength of a unified community and that by collaborating with local organizations, businesses, and families, we can create a vibrant ecosystem where children can thrive, learn, and make meaningful connections to their communities.**

# FOSTERING COMMUNITY CONNECTIONS

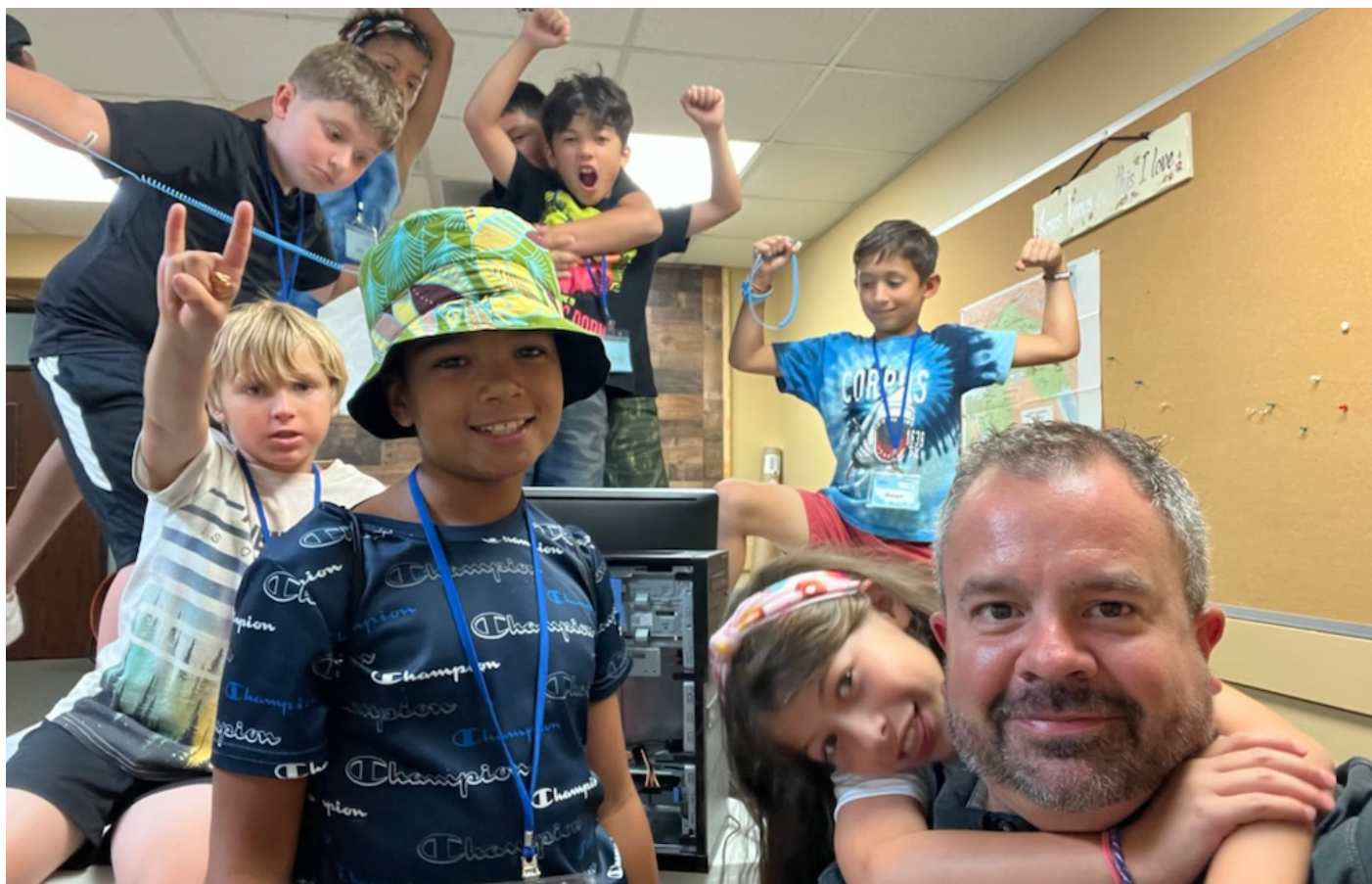
To say it takes a village, is an understatement of the tremendous unity necessary to advance a shared purpose. Trust us, we'd know-- but BOY, is the transformative difference a connected community make work the effort. That's why we're committed to serving as a community catalyst, fostering relationships and nurturing partnerships from the big to the small.

Meet Matt, a corporate guy gone

local who set out to build his own company in a small rural community. With limited cash flow as a new business, Matt lacked the financial freedom to write large checks, instead, he found another way to give back--his time. As a tech guy by trade, Matt had a skill to share that was hard to come by in a small town and volunteered to lead a hands-on elective that taught students how to take apart and rebuild a computer. Offering two classes a day for three weeks,

word quickly spread about this innovative and fun class. He became the talk, literally, his wife emailed us to share that other moms were raving about his elective at a birthday party, completely unknowing who he was.

Imagine the chain effect something like this could have in a community with more people like Matt, Oh- did we mention, Matts actively been planning his comeback for year two!



# WE'LL ACHIEVE THIS THROUGH-

## 01.

### INCLUSIVE PARTNERS

Foster partnerships with local schools, organizations, and businesses to increase accessibility and inclusivity.

**BY 2025:** Expand overall number of partnerships formed with above mentioned by 25%

**BY 2027:** Expand overall number of partnerships formed by 100%, with 60% or greater retention

**MEASUREMENT FOR SUCCESS:** Count the number of new partnerships established, including collaborations and with educational institutions, community organizations, and businesses while assessing and evaluating stakeholder relationships regularly.

## 02.

### DIVERSE WEALTH OF KNOWLEDGE

Develop targeted recruitment strategies to attract volunteers with diverse backgrounds, skills, and experiences to support program mission.

**BY 2025:** Audit programming to assess gaps; begin targeted recruitment

**BY 2027:** Diversity partners for 100% representation of the audience we serve in active markets

**MEASUREMENT FOR SUCCESS:** Program assessment, Internal and external program evaluation, regular across the board assessments, stakeholder surveying and long-term data review

## 03.

### CONNECTED FAMILIES

Engage parents + caregivers with workshops + resources to support + connect with their children + reinforce learning at home

**BY 2025:** Assess and identify areas of support, successfully building out one area

**BY 2027:** Complete multi- faceted offering demonstrating an increase in overall engagement by 40%

**MEASUREMENT FOR SUCCESS:** Internal and external program evaluation, regular across the board assessments and follow-ups, stakeholder surveying and long-term data review

# EQUITABLE ACCESS

We believe in even playing fields and that every child, regardless of background, circumstance, or ability should have the opportunity to succeed in life. By providing inclusive resources, support, and opportunities, we strive to create an environment where every child can thrive and reach their fullest potential.



Baked very deep at our core since the very beginning was a steadfast belief that **all** children should have access to brighter futures, regardless of their background, age, or ability. This unwavering commitment might have evolved through the years but it's never been compromised- ever. That's because when we serve people like Allie\* and her mom, Mary, people who against all odds are fighting for a chance to break the very barriers that limit them.

As a single mom, Mary was doing the best she could to provide Allie with a chance at a future she knew she deserved. While Allie was at school, Mary worked, and after she went to bed, Mary worked again, an exhausting cycle that barely made ends meet. Though her two jobs helped them scrape by covering the bare basics, it was enough to disqualify them from receiving services like free and reduced lunch, and without any extra support, it made it almost impossible to get ahead.

Mary relied heavily on school to help take care of her daughter and when it was out, Allie would bounce around between out-of-town family members and occasionally go to work with mom, but mostly, she would stay home--alone. That was until Mary found Camp Community. She shared with us, "Prior to finding Camp Community the situation often felt quite hopeless. I can't express enough how much of a blessing this camp has been to our family and so many others like ours."

No child, no parent, no *person*, should ever feel hopeless. Period. That's why as we go into this next chapter we want to expand our commitment to equitable access to ensure an even playing field for all--judgement-free, after all, it's the most human thing we could do. As we deepen our commitment to equity, we'll dive into every corner of our programming to make sure it is free of barriers, and full of high impact, for people Allie and Mary.

\*Out of respect to those we serve and their extraordinary stories, names and photos have been changed.



# WE'LL ACHIEVE THIS THROUGH-

## 01. ACCESS FOR ALL

Implement initiatives to ensure programs are accessible to children from diverse backgrounds, including those facing financial barriers + disabilities.

**BY 2025:** Ensure 70% of program space is reserved for those facing barriers

**BY 2027:** Ensure access of 50% or greater is filled by students facing barriers

**MEASUREMENT FOR SUCCESS:** Monitor enrollment of children facing financial hardship and assess the effectiveness of initiatives and resources available; establish partnership as necessary to support

## 02. AN EVEN PLAYING FIELD

Provide accommodations + support to accommodate the unique needs of all participants by fostering a welcoming + inclusive environment.

**BY 2025:** Conduct Inclusivity Index and Accessibility Audit; built plan of action

**BY 2027:** 100% inclusivity program wide with 80% or great positive response

**MEASUREMENT FOR SUCCESS:** Qualitative and quantitative assessments from students, teachers, and families, program evaluations, and regular observations

## 03. EXTENDING TRUST

Offer scholarships, financial assistance, and sliding-scale fees to make our programs affordable and inclusive.

**BY 2025:** Measure affordability for participants of different socioeconomic backgrounds.

**BY 2027:** Secure and establish channels inclusive to families outside of free/reduced qualification

**MEASUREMENT FOR SUCCESS:** Allocated funds that both meet community need and demand at a rate that ensures no child is turned away

# ADVANCING SOCIAL AND EMOTIONAL WELLNESS

**We believe in prioritizing the development of emotional intelligence alongside academic intelligence and that when we equip children with the tools they need to build healthy relationships and navigate challenges with resiliency, empathy, and self-awareness, they thrive in all aspects of their lives.**



The world is a tough place to manage, even for those who are prepared---now imagine having so many big emotions and lacking the tools, understanding, or support systems to process what they mean. We want to change that for kids, for kids like Noah.

This is Noah; he's a six-year-old emerging bilingual who sometimes lives with his mom and grandma... and sometimes with his dad. The unpredictable turmoil that has rocked his world has caused outbursts of anger and at times resulted

in Noah fleeing in rebellion. Without knowing Noah mirrors his experience, projecting what he feels without sensor.

After steadily increasing his outburst over the course of weeks, Noah finally lost it when his teacher told him it was time to go inside; instinctively, Noah ran. A worried teacher radioed for support and when leadership responded, Noah cowered in fear between a tree. Acknowledging his fear, the women slowly made her way to the ground saying, "Hey Noah, you doing okay?"

Noah quickly let out a long sigh of relieve, stating, "Yeah, I was just worried about my friends. I think this is poison ivy." The women responded, "What a great observation... it does kinda look like poison ivy. How thoughtful of you to want to keep your friends safe."

Noah's face shifted and demeanor changed. "Yeah, my dad's a police officer and I want to be like him. I want to help people." The women and Noah took pictures of the plant and headed back inside for a second opinion from the onsite medic, and to his relieve, the plant was *not* poisonous. With Noah now feeling safe, comfortable and supported, before the women walked him back to class, she gently said, "I'm proud of you for wanting to keep your friends safe, and like you, it's my job to keep you safe. So next time you feeling like you want to get away, tell your teacher you need to tell me something and come to me, okay?"

Noah said okay and from that moment on, never ran again. While his dad wasn't really a police officer, he made a positive connection to something he wanted to be. And while Noah is just one kid, its because of him and so many like him that we're committed to advancing SEL in everything we do.

# WE'LL ACHIEVE THIS THROUGH-

## 01. MINDFUL PRACTICES

Integrate SEL principles + practices into all aspects of program design, including activities, group discussions, reflection exercises, + interpersonal interactions.

**BY 2025:** Train teachers on effective SEL best practices integration

**BY 2027:** Reflect 100% integration program wide

**MEASUREMENT FOR SUCCESS:** Surveying and assessing reveals that 100% of programming reflects integration with 80% or greater overall positive outcome measurements

## 02. NURTURING ENVIRONMENT

Foster an environment where everyone feel valued, respected, + empowered to express themselves authentically + develop meaningful connections with others.

**BY 2025:** Assess students, teachers, and stakeholders to determine baseline

**BY 2027:** Overall assessment of program climate and culture with 80% or greater positive finding

**MEASUREMENT FOR SUCCESS:** Qualitative and quantitative assessments from students, teachers, and families, program evaluations, and regular observations

## 03. NETWORK OF SUCCESS

Collaborate with families, caregivers, + partners to promote continuity between home, school, + program in supporting children's social and emotional development.

**BY 2025:** Evaluate frequency and methods of communication + resources offered and audit third party systems

**BY 2027:** Deliver 80% consistency in SEL support practices and strategies across home, school, and program settings

**MEASUREMENT FOR SUCCESS:** Track and evaluate degree of resources and frequency of communication with rate of 80% or greater positive finding



It's no question, that there's a reason doctors advise yearly check-ups or that it's recommended to change your oil every 3k miles--preventative care is much more efficient (and cost-saving) than maintenance care. That's why as we move into this new strategy we're prioritizing becoming better, more efficient leaders in the impact space because after all, when we're better, we serve better.

Since launching Start-Up Kids Club on a shoestring and a prayer in 2017, we're no strangers to running lean. Branching out into Camp CommUnity was no different and while we acknowledge the ambitious feat of prioritizing access without financial stability, we were determined to build the program and create the outcomes the community so desperately needs.

With our commitment to excellence in mind, we were able to identify some solutions that not only saved our bottom line but empowered us to fly out of the gate with tremendous success and ease. One of these solutions is our teachers. After surveying teachers, we discovered the overwhelming need of many to subsidize their income during the summer months--a problem we could easily address with maximum return.

As an organization committed to filling out of school time gaps, teachers naturally aren't working. Matching their need to our own created a powerful solution to not only maintain a lean overall operational budget by contracting them when we needed them, but created a remarkable opportunity for us to leverage their expertise and experience.

And yes, to some, it cost more to contract certified teachers but to us, this investment is worth every penny because, while the base pay is more, we save big in the long run. Our teachers are highly qualified, trained, up to date on best practices, used to capturing data, have experience with accommodations and work as a front line of defense to identify and address student needs. Not to mention, the best part-- *they know these kids*, and with this one simple improvement to our operation efficiency, we delivered a high-quality program with extremely high returns.

So, while preventative care at its core isn't anything to write home about, we're excited to prioritize and strategize ways to serve our community better, championing this unsung superhero all the way we 'grow'!

**We believe that being a continuous learner is key to innovation and that by embracing new ideas, best practices, and technology and fostering a culture of accountability, we can more effectively serve our mission to provide the community with the best possible experience.**

# IMPROVING OPERATIONAL EFFICIENCY



# WE'LL ACHIEVE THIS THROUGH-

## 01. FUND THE FUN

Achieve financial stability by identifying and securing sustainable funding sources, while taken care to diverse funding streams to ensure long-term viability and growth.

**BY 2025:** Assess current channels and establish targeted plan of action to diversify, demonstrating increase of 20% MMR

**BY 2027:** 100% of operational budget covered by predetermined, reliable funding streams prior to end of 2027 fiscal year.

**MEASUREMENT FOR SUCCESS:** Well diversified funding streams across grants, fundraising events, programming, sponsorships and general donations

## 02. PRIORITIZE IMPACT

Prioritize investments in areas that offer the highest return on investment (ROI) as they align with our strategic objectives.

**BY 2025:** Assess effectiveness of resource utilization in achieving desired outcomes, establish progress plan.

**BY 2027:** Demonstrate increase in overall efficiency of value creation through time and resource investments.

**MEASUREMENT FOR SUCCESS:** Internal and external assessment, as well as stakeholder feedback and overall program efficiency demonstrates positive outcome from prioritization.

## 03. EVALUATE AND ELEVATE

1. Use KPI data to drive continuous improvement, make informed decisions, + allocate resources effectively to achieve operational efficiency goals.

**BY 2025:** Align improvement efforts and operational goals to reflect strategy with 80% or greater implementation

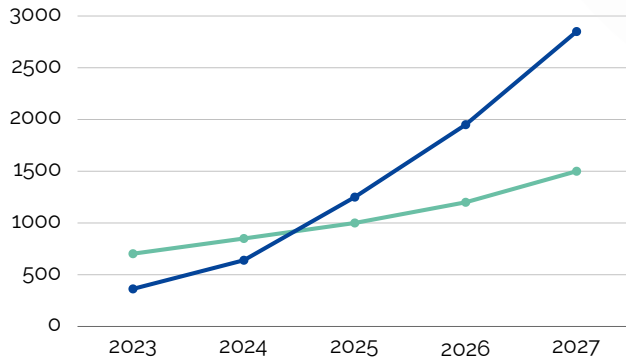
**BY 2027:** Demonstrate 80% progress of overall strategic objectives with trackable insights derived from KPI data

**MEASUREMENT FOR SUCCESS:** Internal and external program evaluation, regular across the board assessments, stakeholder surveying and long-term data review

# VISIONS OF GROWTH

## OVERALL REACH

Based on current reach and strategic growth objectives, below highlights our anticipated growth trajectory with SKC Licensing and its unique reach represented in teal and Camp CommUnitys in navy. Following current trends and demand, our goal is to have CU programming match SKC reach by 2025 and with the activation of licensing in other communities, rapidly surpass it each year thereafter.



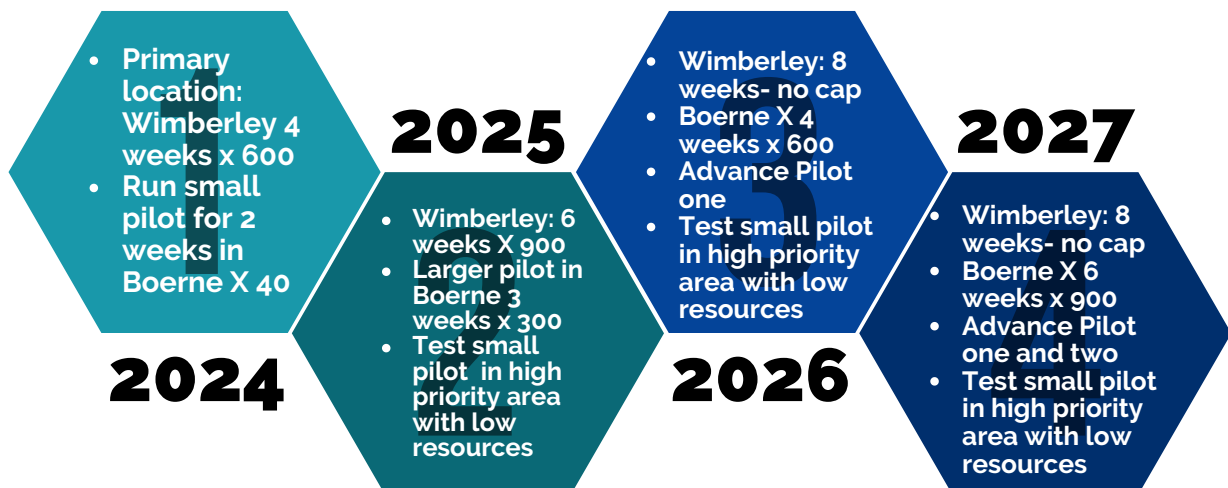
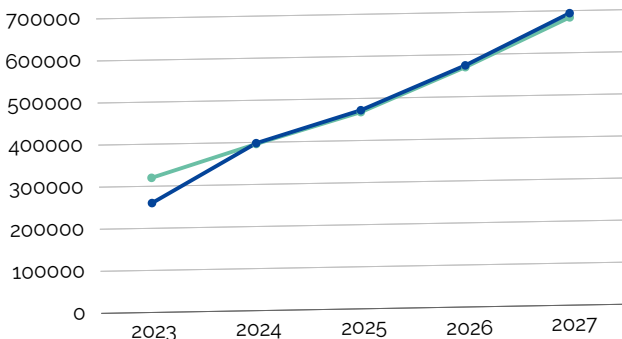
CU addresses problems that are not unique to Wimberley but echoed across the nation, providing ample opportunity to replicate program success in other communities. Below is a timeline of our vision of sustainable growth to amplify our impact across Texas.

As we continue this ambitious, yet impactful journey with new renewed strategic focus, we are excited about the opportunities ahead and remain dedicated to making a positive difference in the lives of children and families in our community. Together, we will continue to grow, learn, and thrive, enriching the lives of future generations and building a brighter future for all


A more detailed list of our strategic goals, measurable, and KPI's available by request.

## FINANCIAL PROJECTIONS

Below is a snapshot of financial expectations over the next five years. These numbers are projections based partly on assumptions and inflation, with income reflected in navy and expenses teal.







**CHILDREN ARE**  
**1/3** OF OUR  
POPULATION **AND**  
**ALL** OF  
OUR  
FUTURE.

-1981 SELECT PANEL FOR PROMOTION OF CHILD HEALTH



## CAMP COMMUNITY

Camp Community is a subsidiary of Start-Up Kids Club, a 501(c)3 nonprofit organization ensuring all children are afforded the opportunity to succeed at life beyond the classroom.

**TO LEARN MORE ABOUT CAMP COMMUNITY**

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