



2023-2025 STRATEGIC PLAN

The road map to bringing the magic of Camp to as many children with serious illnesses as possible.

The Painted Turtle
a seriousfun camp founded by paul newman



Our Mission

The mission of The Painted Turtle is to provide a year-round, life-changing environment and authentic camp experience for children with chronic and life-threatening illnesses. The Painted Turtle supports children’s medical needs, inspires them to reach beyond their illnesses, and provides care, education, and respite for their families. All campers and families attend completely free of charge.

Our Vision

To bring the magic of Camp to as many as possible, creating a community of joy, courage, and belonging.

Our Values



JOY

Our work is joyful.



VISION

We are open to change & possibility.



COMPASSION

We assume positive intentions.



HEART

We inspire love, gratitude, & authenticity.



TRUST

We embrace honesty & follow through on our commitments.



COMMUNITY

We contribute to our community and take accountability for our actions.



COURAGE

We take risks, own mistakes, and engage in tough conversations.

“Reach for the Stars”

For nearly two decades, The Painted Turtle has delivered the magic of Camp to thousands of children with serious illnesses and their families through therapeutic, recreational, and medically safe camp experiences provided completely free of charge. Our programs inspire children to try new things, and Camp outcomes demonstrate the positive impact that a Painted Turtle experience has on a camper’s sense of confidence, independence, and belonging. Moreover, there is never a shortage of fun at Camp with 99% of our campers in 2022 reporting that they had a great time.

In the Fall of 2022, as we emerged from a global pandemic, we undertook a thorough assessment of The Painted Turtle through extensive conversations with internal and external stakeholders, a comprehensive analysis of The Painted Turtle’s data, and a review of industry and environmental challenges. Led by a diverse and multi-disciplined group of Painted Turtle staff, volunteers, and donors, our goal was to create a three-year strategic plan to guide us into our third decade toward maximizing mission impact and long-term sustainability.

The result is the 2022-2023 Strategic Plan laid out in the following pages. To achieve the goals and objectives we have set, we will build on the strong foundation we have created in our first two decades- staying ever mindful of our mission and the seven core values that define us. Our “Reach for the Stars” theme reinforces that the sky is the limit as we strive to serve as many campers as possible while ensuring sustainable, scalable programs that deliver the gold standard in camp experiences for children with serious illnesses and their families.



THE PAINTED TURTLE 2023-2025 STRATEGIC PLAN IS
FOCUSED ON FIVE STRATEGIC IMPERATIVES:

Pillar 1

Increase annual fundraising by leveraging The Painted Turtle assets.

Pillar 2

Invest in Camp staff for better retention, organizational efficiency, and operational excellence.

Pillar 3

Raise The Painted Turtle profile to achieve increased awareness and continued growth.

Pillar 4

Enhance Lake Hughes site and recalibrate program offerings to serve more kids.

Pillar 5

Enrich the volunteer experience to expand volunteer base and increase retention.

Pillar 1:

INCREASE ANNUAL FUNDRAISING BY LEVERAGING THE PAINTED TURTLE'S ASSETS

We will build on the strength of The Painted Turtle's state-of-the-art Campsite and loyal donor base to exponentially increase annual revenue. Financial health and sustainability will enable us to expand program innovation and delivery so that we can serve more children with serious illnesses and their families, completely free of charge.

KEY OUTCOME

Generate increased year-on-year revenue through diversified channels that leverage current assets, enabling The Painted Turtle to grow our camper, volunteer, and staff bases.

HOW WE'LL GET THERE

- Increase current donor retention and grow donor pipeline.
- Increase usage of campsite on non-program days for retreats, conferences, and events.
- Amplify local community revenue sources through on-site events and engagements.

"I'm not sure if it's a leadership skill, but I think I let my soul out this week."

LEADERSHIP PROGRAM CAMPER



Pillar 2:

INVEST IN CAMP STAFF FOR BETTER RETENTION, ORGANIZATIONAL EFFICIENCY, AND OPERATIONAL EXCELLENCE

Our creative and uniquely skilled staff make it possible for children with serious illnesses to experience life-changing, transformative Camp experiences on a daily basis. Recruiting and retaining a high-performing, culturally aligned team ensures that we will be able to bring our best every day, to the children and families we serve.

KEY OUTCOME

Establish The Painted Turtle as an employer of choice through increased retention and investment in staff.

HOW WE'LL GET THERE

- Attract, retain, and engage staff through competitive compensation and benefits.
- Develop an organizational-wide staffing strategy that includes succession plans for the Board and key staff.
- Establish and facilitate a clear process for salary increases and performance reviews.
- Empower staff growth through professional development opportunities.
- Strengthen staff mental and physical well-being through programs aligned with needs.



Pillar 3:

RAISE THE PAINTED TURTLE PROFILE TO ACHIEVE INCREASED AWARENESS AND CONTINUED GROWTH

We will maximize awareness about the impact of a Painted Turtle Camp experience with stories and communications that are created for specific Painted Turtle audiences, based on their preferences, attitudes, and needs. We will measure effectiveness through clearly defined communications objectives.

KEY OUTCOME

Increase the number of camper applications generated through amplified regional awareness and new mission-aligned partnerships.

HOW WE'LL GET THERE

- Increase the impact of our communications by developing strategic outreach plans tailored to key audience segments.
- Elevate community awareness by opening Camp for transformative experiences for the whole family.
- Enhance partnerships with groups and organizations aligned with our mission.

“More people need to know about the transformative work you are doing at The Painted Turtle. There are lots of Camps. We need to tell more TPT stories - across Southern California.” CHILD LIFE SPECIALIST



Pillar 4:

ENHANCE LAKE HUGHES SITE AND RECALIBRATE PROGRAM OFFERINGS TO SERVE MORE KIDS

We will make it possible for more children with serious illnesses to experience the magic of Camp through refreshed on-site experiences, expanded Outpost programs, and enhanced and creative camper recruitment activities. We will continue to invest in improvements to our Lake Hughes site to ensure continued safety and accessibility while strengthening facilities and structures for long-term use.

KEY OUTCOME

We will meet and exceed session goals by generating exponentially more camp applications while reducing barriers to attendance.

HOW WE'LL GET THERE

- Develop a comprehensive master plan for proactive site maintenance and enhancements that maximize accessibility, safety, and future growth.
- Expand Outpost Program through new channels, and increased programming across CA.
- Refresh the on-site program through innovative elements that deliver Camp magic in new ways.
- Recalibrate the camper recruitment process to ensure we are filling sessions to capacity.



Pillar 5:

ENRICH THE VOLUNTEER EXPERIENCE TO EXPAND VOLUNTEER BASE AND INCREASE RETENTION

We wholeheartedly rely on the kindness and dedication of volunteers each year to make the magic of Camp a reality. We will strengthen relationships with volunteers through year-round experiences that engender joy, heart, and loyalty.

KEY OUTCOME

Establish life-long relationships with more volunteers through enhanced programming that strengthens affinity, commitment and belonging.

HOW WE'LL GET THERE

- Develop a diversified plan for volunteer recruitment.
- Increase volunteer retention through enhanced year-round connection and collaboration.
- Escalate the on-site volunteer experience through gratitude and appreciation programming.

“You start off thinking you are doing something great for the kids and the campers, but what you don’t realize is how much they are going to do for you.”

FOUNDER, PAUL NEWMAN



*“The Painted Turtle is the only place
in the world where my daughter feels
truly accepted. As a family, we feel
like we belong here.”*

CAMPER MOM

For more information about how The Painted Turtle
is preparing for our third decade contact us at
info@thepaintedturtle.org

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www.thepaintedturtle.org