

A person wearing a white helmet, a red t-shirt, and a harness is climbing a large, intricate rope net structure. The net is made of thick, light-colored ropes and is set against a background of dense green foliage. The person is positioned on the right side of the frame, facing left. The overall scene is bright and outdoors.

FLYING HORSE FARMS
2026-2029 STRATEGIC PLAN

**A BOLD PATH
TO JOY, HOPE,
& BELONGING
FOR KIDS WITH
SERIOUS ILLNESSES.**

**AFTER 15 YEARS AND MORE THAN
12,000 CAMP EXPERIENCES,**

Flying Horse Farms has become a leading medical specialty camp.

Today,

CAMP IS ON A

BOLD PATH FORWARD.

With intentional growth across four pillars, **THE 2026-2029 STRATEGIC PLAN** will create lasting impact. The model behind camp is proven. The outcomes are powerful. The community of supporters, partners, and volunteers are committed.

PILLAR 1

CAMPERS

For kids who can only attend Flying Horse Farms, camp becomes a place of belonging.

KEY OUTCOME: Reach campers at the intersection of safety, outcomes, expertise, and unmet need.

HOW WE'LL GET THERE:

- Define who we are uniquely designed to serve and why, grounding every decision in a clear understanding of the families at the heart of the mission.
- Further establish eligibility guidelines for families to help them understand safety and fit for their camper.
- Amplify awareness to ensure every eligible family knows camp is possible.

GREATEST TAKEAWAY: Focus on the kids only FHF can serve.



PILLAR 3

TEAM

Camp is only as strong as the people who make it possible.

KEY OUTCOME: Invest in the community that delivers extraordinary impact.

HOW WE'LL GET THERE:

- Understand what motivates volunteers and the seasonal and full-time teams to get involved.
- Foster an environment that inspires volunteers to return for multiple camp experiences in the same year.
- Deliver experiences that strengthen engagement, deepen loyalty, and continue to make FHF known as a place worth serving.
- Align staffing models to meet organizational needs with intention and care.

GREATEST TAKEAWAY: Invest in the team as the greatest resource.

PILLAR 2

PROGRAM QUALITY

Belonging begins with the intention we build into every camper's experience.

KEY OUTCOME: Advance quality programs that foster belonging and fun.

HOW WE'LL GET THERE:

- Establish a shared language and aligned vision for what safe and exceptional experiences look like at FHF.
- Measure what matters most – camper belonging, engagement, and voice – to understand what's working and where we can grow.
- Use data to invest in the highest-impact experiences and drive decisions that put campers first.
- Continuously learn, test, and improve so each session is better than the last.

GREATEST TAKEAWAY: Be accountable for and lead with continuous program quality improvement.

PILLAR 4

RESOURCES

With a solid foundation, camp will always be possible.

KEY OUTCOME: Leverage and steward resources – financial, physical, and relational – to stay mission ready.

HOW WE'LL GET THERE:

- Strengthen financial resilience through multi-year scenario planning, identifying cost savings, and maintaining healthy cash reserves.
- Advance facilities and infrastructure through ongoing capital improvements and a Comprehensive Campaign.
- Deepen relationships with key organizational partners and mission supporters through active stewardship.

GREATEST TAKEAWAY: Nurture what sustains FHF to stay mission ready.

FHF'S PROVEN PROCESS

*We guarantee every camper will discover the **MAGIC** that happens when safety meets genuine belonging. Here, they can **JUST BE KIDS**, meet friends who understand, gain confidence, and build hope that extends **FAR BEYOND CAMP**.*



1

WE MEET YOU ON A PATH YOU NEVER EXPECTED TO BE ON, walking beside your family with a safety-first approach that builds trust and brings relief.



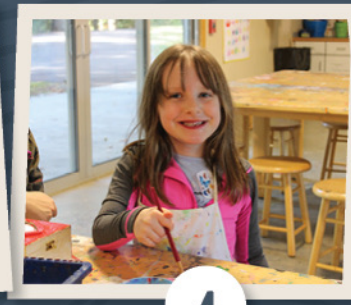
2

WE WELCOME YOU HOME and take time to get to know your family to provide an accessible experience.



3

WE PROVIDE EXPERT CARE & ADAPTIVE PROGRAMMING so your kid can focus on what matters most: just being a kid.



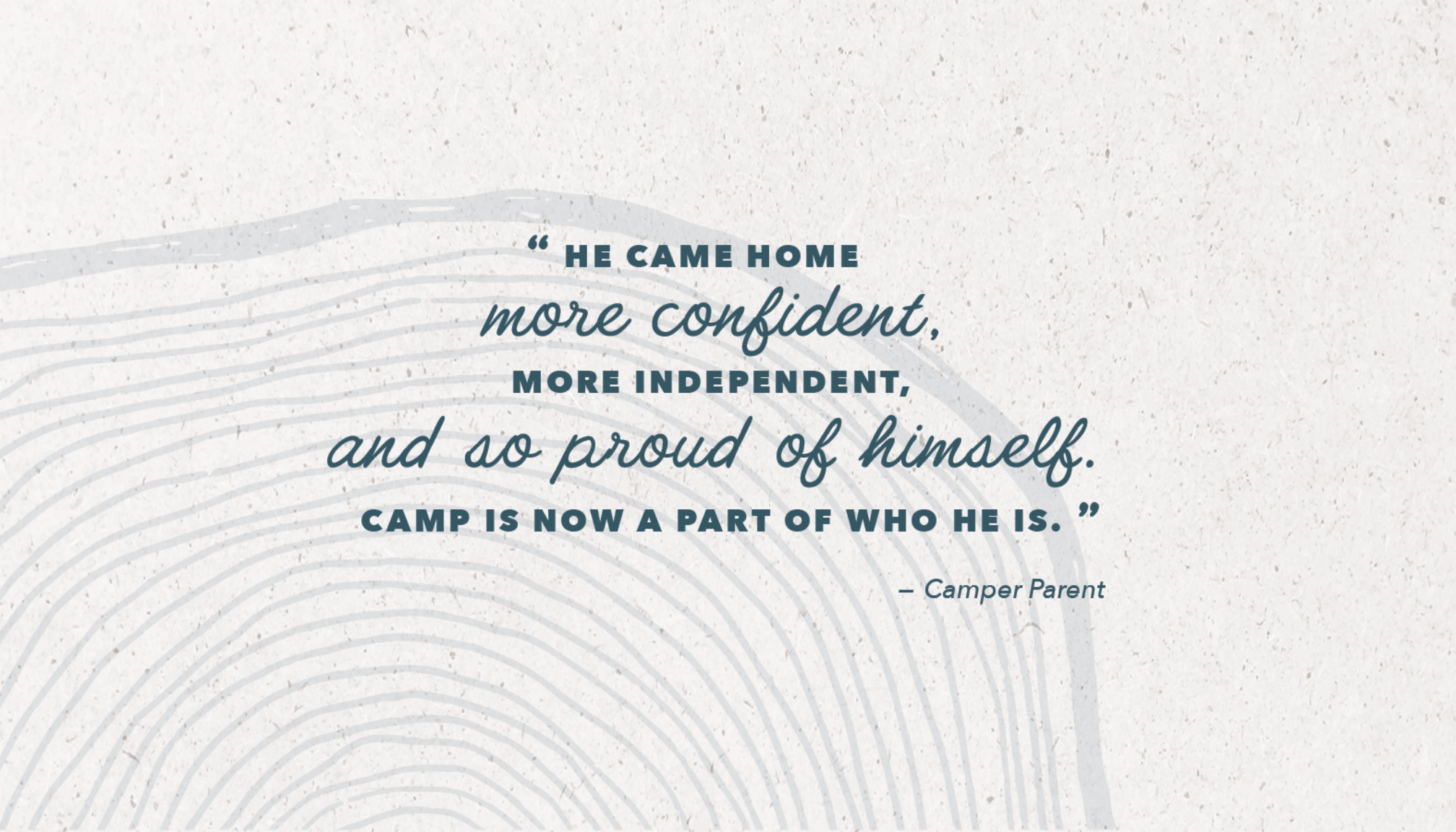
4

WE SEND YOUR KID HOME SAFE & HAPPY with new friends, new experiences, and a heart full of camp magic.



5

WE STAY CONNECTED AS A COMMUNITY while listening, learning, and growing together long after camp ends.



“ HE CAME HOME
more confident,
MORE INDEPENDENT,
and so proud of himself.
CAMP IS NOW A PART OF WHO HE IS. ”

– Camper Parent