



Rolling Three-Year Strategic Plan

FYs 2018-2020

Current year measurement beginning Oct. 1, 2019

Submitted by Gregg Hunter, President/CEO



CCCA MISSION

CCCA exists to maximize ministry for member camps and conference centers.

CCCA VISION

CCCA will become an indispensable partner for Christian camps and conference centers across the United States because of the programs, products and services we provide to members. CCCA will be known among all Christian camps and conferences for helping members foster God's work in guests' lives.

STRATEGIC PLAN OVERVIEW

This is a rolling, three-year strategic plan that is updated annually prior to the beginning of each fiscal year and presented to the CCCA board of directors for discussion and approval. In the past, many elements in the plan originated in brainstorming and discussion with the board and were then analyzed and crafted into tactics by the CCCA team. This year, following the April board meeting, board members were invited to submit suggestions, feedback or ideas to help shape changes to the FY 19-20 plan. The most common suggestion given by board members was, "keep doing what you're doing, just go deeper."

The result is a plan that is similar to the current year plan, with updates and a few new tactics that were inspired by the board's input.

STRATEGIC PLAN FY 2019-20

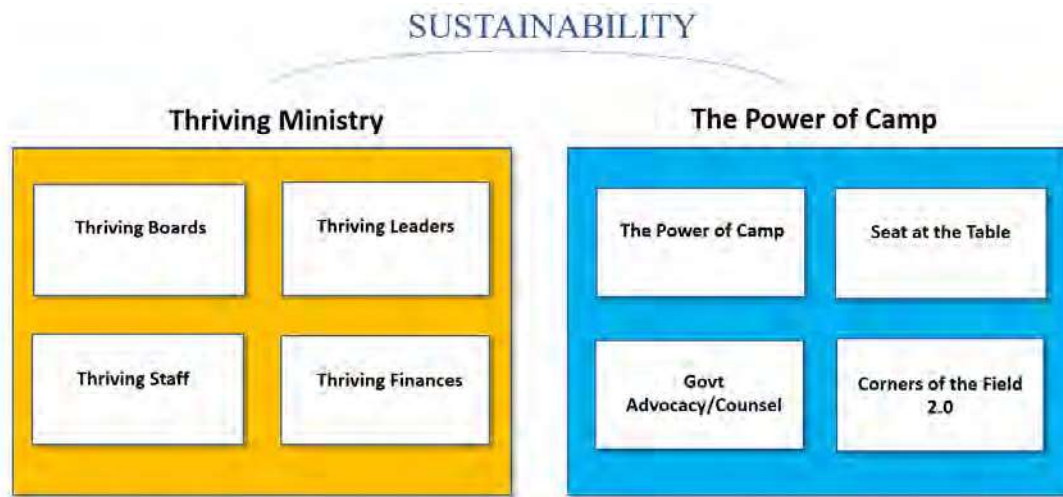
During fiscal year 2017-18, we introduced a new approach to the identified strategic initiatives of CCCA, brought about through brainstorming and conversation among CCCA board members and follow-up meetings of the CCCA leadership team. With board input in mind, we will go deeper and continue the good work started over the past two years, believing the efforts require additional time.

As a reminder, the earlier discussions with board members and meetings with the leadership team led us to identify one key "umbrella" topic that gives overall focus in pursuit of our mission: **Sustainability**. Below is a recap of the plan's approach:

We have received input from the board and many CCCA members about the needs, challenges and threats faced by Christian camp professionals. Taken in their entirety, the list of challenges can be addressed by increasing and improving each ministry's sustainability. For our purposes, sustainability is a holistic idea – not simply related to financial or environmental concerns. **For our purposes, sustainability is defined as "the long-term ability to maintain a rate of growth or existence."**



Rather than three or four stand-alone initiatives, which all have supported maximizing ministry for members, we propose to continue focusing on one principle for the fiscal year – **Sustainability** – supported by two strategic initiatives, **Thriving Ministry** and **The Power of Camp**. These initiatives are each comprised of distinct efforts that we believe have the potential for powerful impact on the sustainability of camp ministries across the U.S. The graphic below paints a picture of the organization of these plan elements.



In the following section, I will explain the purpose of each effort and the ways it will benefit members. After this section of definition, I will share **tactics and measurable goals** for each.

Thriving Ministry

We have identified four important elements of a thriving ministry that CCCA will focus on supporting in the coming year, which, when taken together, address a large percentage of the challenges facing camp and conference professionals:

1. **Thriving Boards**
2. **Thriving Leaders**
3. **Thriving Staff**
4. **Thriving Finances**



1. Thriving Boards

Purpose

- To teach strategic competencies that are essential to board and organizational health.
- To deliver personalized coaching for each participating camp ministry to enhance growth and sustainability.
- To expand the existing CCCA Thriving Boards program, developed and funded in the northwest, to other parts of the country so that many other CCCA member ministries may benefit. During the 2019-20 fiscal year we will launch Thriving Boards in the northeast, with key camp leaders serving as catalysts and advisors for developing this program in that region.

2. Thriving Leaders

Purpose

- To equip leaders at Christian camps and conference centers to develop or enhance their leadership skills, particularly in light of the cultural, social and religious climate of our time.
- To address the needs of the thought leaders and larger camps within the CCCA membership.
- To support section leadership to further strengthen the movement of Christian camping and CCCA's role in it.

3. Thriving Staff

Purpose

- To assist in recruiting quality staff at member ministries, including addressing the growing challenge of recruiting summer staff.
- To grow and develop staff at Christian camps and conference centers to help them serve with excellence in the unique ministry environment.

4. Thriving Finances

Financial matters have long been one of the greatest threats to the sustainability of Christian camps and conference centers in the U.S. Our efforts will seek to provide additional resources and education to address this need.

Purpose

- To equip camps and conferences to develop fundraising strategies and tactics that will provide financial support for their ministries in the near- and long-term.



- To develop specific tactics and tools that members can choose to implement to help increase the financial stability of their ministry.

the power of camp.

The Power of Camp has been an approved Strategic Initiative of CCCA for several years. We plan to continue the types of tactics we've employed in this initiative to raise the awareness of, and the esteem for, the Christian camp and conference experience. Last year, we added three additional efforts to maximize this strategy, while continuing our traditional "The Power of Camp" efforts of the same name (see No. 4, below):

1. **Seat at the Table**
2. **Corners of the Field 2.0**
3. **Government Advocacy/Counsel**
4. **The Power of Camp**

1. **Seat at the Table**

Purpose

- To ensure that Christian camps and conference ministries have a voice when topics relevant to their ministries are discussed by Christian and social leaders; topics such as youth culture, providing hope to youth in crisis, evangelism, marriage and family development, Bible literacy, the future of the church and other critical issues. This effort aims to ensure that Christian camping is viewed as a valuable partner in evangelism and spiritual formation as well as culture shaping and grooming of next gen leaders.

2. **Corners of the Field 2.0**

Purpose

- To raise awareness nationally among Christian camps about the benefits of hosting foster children for a camp experience.
- More broadly, to positively impact the future of kids in the foster system by providing an avenue to a camp experience that provides hope, positive role models, and a safe, loving environment in which kids can learn about Jesus.
- To share examples with CCCA members of how other camps are reaching out to this community of young people and changing their lives.



- To raise funds nationally for this effort to benefit member camps in hosting foster kids.
- To make a measurable difference in the world, and especially among at-risk and impoverished youth who are often forgotten by a traditional youth ministry approach.

3. Government Advocacy/Counsel

Purpose

- To keep a finger on the pulse of federal, state and local laws and regulations that can impact the way CCCA members conduct their ministries and communicate what we learn.
- To record effective opposition to laws that are overturned or defeated in state legislatures for the benefit of camp and conference ministries.
- To share these victories with CCCA members so they have an example to follow in the event that they face a similar challenge.
- To advise members/sections/regions how to appeal to lawmakers or government entities for the best possible outcome.

4. The Power of Camp

The Power of Camp has become more than a campaign – it has become a vital communications strategy for CCCA. It has allowed us to create tools that are highly useable by members. It has also allowed us to model for members how to engage supporters on social media, how to tell their stories well and how to talk about the impact of the camp experience. Our engagement numbers continue to grow on social media. We see an increasing impact of The Power of Camp as more and more members are using the tools.

Purpose

- To raise the awareness of, and esteem for, the Christian camp and conference experience.

Tactics and Goals

THRIVING MINISTRY

Thriving Boards Tactics and Goals

- Kick off the Thriving Boards program in the Northeast.



Goal: Secure participation of 10 camps in the Northeast.

- Continue to deliver Thriving Boards program in five northwestern states

Goal: For 2019-20, 12 camps participating in yearlong program in the Northwest

- Connect with funding sources (foundations, individuals) for program expansion outside the Northwest, either for fully funding the Northeast, or growth in another part of the U.S.

Goal: Submit funding proposal (grant application) with one non-NW foundation

- Deploy best practices throughout CCCA publications to educate camps about board roles and responsibilities.

Goal: Produce regular column in *InSite* – three issues in FY 19-20 on Thriving Boards. Include Thriving Boards recommendations or lessons learned in at least six issues of *Flint & Steel*.

Thriving Leaders Tactics and Goals

- Create tools to support section leadership in building more effective Sectional conferences.

Goals:

Enhance the section manual to include a robust guide to creating a great sectional conference.

Invest in by being more intentional in communication and training, and help elevate the importance of these volunteer roles.

- Focused EIT webinars and communications products around leadership

Goals:

Schedule three EITs that have a leadership focus

Print four leadership segments in *InSite* featuring the voices of seasoned leaders and emerging leaders

Book five presenters/seminar leaders at the national conference who specialize in leadership development and deliver content either from the main stage or in seminars

Thriving Staff Tactics and Goals



- Research best practices for recruiting **summer staff**, share strategies with all members

Goals:

From November – April, publish one recruitment tip per issue in *Flint & Steel*

Seed Christian Camp Forums with five provocative questions about recruiting to help foster a conversation across the movement. Promote on social media to increase engagement

Host a “Roundtable” conference call with camp staff responsible for recruiting

- Promote the enhanced job-posting benefit to serve even more camp/conference members, making recruiting efforts easier and more effective

Goal: Facilitate a 10 percent growth in the number of job seeker profiles posted on the CCCA job site and a 10 percent increase in responses to job openings

- Help fuel recruitment of **seasonal and full-time staff** with a national outreach strategy

Goals:

Create five social media graphics promoting summer camp jobs, deploy them from November through May.

Send an eblast to targeted lists of job seekers and their advocates to promote working at summer camp. (College guidance counselors, college-targeted publications)

Create 10 testimonial stories and accompanying social graphics about the benefit of working at summer camp. Deploy from November to May.

Reach out to youth workers encouraging them to recommend working at summer camp as a discipleship opportunity for their older students.

Thriving Finances Tactics and Goals

- Assist in securing funding for a national development program called Thriving Finances.

Goal: Secure a grant that pays for a development coach development coach (through Mission Increase) who will be a CCCA staff member, dedicated to serving member camps and conference centers.



- Identify the most beneficial tactics used by camps to provide financial support, both near-term and long-term, with a special emphasis on planning for the future. Harvest expert content from Mission Increase and craft communication pieces around it.

Goals:

Deploy those tips to members through CCCA communications vehicles

Publish a finance column in every other issue of *InSite* magazine

Deliver at least one EIT focused on development

Promote archived EITs, InSite articles and conference recordings about fund raising

THE POWER OF CAMP

Seat at the Table Tactics and Goals

- Work with a consultant who can broker meetings and relationships with senior leaders of nonprofits, ministries and businesses. Evaluate existing travel for connection opportunities.

Goal: Conduct 10 meetings with key leaders

- Schedule Monthly Ministry Meetings with leaders of ministries across the country, to learn about their ministry focus and share about CCCA's vision and plan

Goal: Attend 12 meetings by phone, Skype or in person

- Raise awareness of camp and build relationships in youth and family ministry community

Goal: Exhibit at Orange Conference or NYWC or NNYM and follow up with promotional emails to secure 200 new names in our database

- Attend national meetings of Christian leaders on topics such as: building cross-cultural relationships and understanding, youth outreach, youth challenges, or marriage and family

Goal: Attend three meetings

Corners of the Field 2.0 Tactics and Goals



- Raise or donate money to send financially challenged kids to camp; focus on getting kids in foster care to camp, in an effort to radically change their statistically predicted future

Goal: Raise or contribute \$45,000 in scholarship money for summer of 2018

- Secure cause-marketing relationship with strategic company, to benefit CCCA's effort to help fund foster kids' experience at camp

Goal: Recruit one key company whose name will lend credibility to the effort

- Use social media to raise awareness for this campaign.

Goal: Create six shareable graphics and two blog posts about the campaign.

Government Advocacy/Counsel Tactics and Goals

- Continue the contractor relationship with government affairs expert who will inform CCCA and its members about the specific challenges posed by federal, state and local laws

Goal: One expert on retainer who can provide consulting services to CCCA

- Working with this expert, publish – or in other ways distribute to members – the challenges that have been introduced to camps, the strategies camps have employed to overcome them, and the results both good and bad that have been realized

Goal: Quarterly publish results, in *Flint & Steel*, *InSite*, EIT, or other independent communication tool

The Power of Camp (Sub-initiative) Tactics and Goals

- Raise the awareness of, and esteem for, the Christian camp and conference experience.

Goals:

Deploy an average of seven social media posts a week

Grow social engagement by 10%

Post 15 blog posts

Publish five testimonials from influencers

Place two pieces with media (magazine, TV, radio, newspaper or online)



STRATEGIC EFFORTS

In addition to the strategic initiatives proposed in the three-year plan, CCCA has adopted Strategic Efforts, labeled “SE” below, may or may not require significant investment of time from the President/CEO and other leaders. But they are included in the Strategic Plan to show the breadth of CCCA’s vision for impacting members and the movement.

SE **Christian Camping impact research** – Begun in fiscal year 2014-15, CCCA’s effort to collect data and communicate powerfully through research is still under way. Research efforts for the coming year include:

- **The Power of Camp Study** conducted by Dr. Jacob Sorenson. We will conduct the second CCCA study to capture and measure the positive impact a camp experience can have upon a child or teen.

The summer staff impact study by Wheaton College may continue outside the banner of CCCA and “The Power of Camp,” but CCCA will assist Wheaton in recruiting participants and Wheaton will share results with CCCA for publication.

SE **CCCA a Thriving Organization** – To provide the greatest value to members, thereby fulfilling our mission to maximize ministries, CCCA must be a healthy, thriving organization.

- **Membership Retention and Recruitment** – We have adopted the aggressive goal of 92 percent retention of current members, and a targeted average of 850 members for the fiscal year. We will pursue a more hands-on approach through the sections, connecting with current section leaders and through them, to non-members in the sections.
- **Strengthening and Communicating Member Benefits** – We will pursue stronger, and perhaps *new*, relationships with our preferred providers in food service and insurance, and will seek to grow this network with other product/service providers. We will refine our strategy about communicating the benefits of membership including clear and compelling communication about these and other benefits.
- **Organizational Behaviors** – CCCA continues to emphasize our established organizational behaviors as our covenant to one another for building a healthy, effective team culture. The next CCCA Staff Culture Survey will be administered in late winter 2020 and results delivered to the board at the April meeting.

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