



# **Strategic Plan**

10/3/2009

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## I. Mission Statement

The mission statement is an important aspect of the camp strategic plan as it lays the foundation upon which the goals and objectives of the operation are based. The Planning Committee took the existing mission statement and refined and simplified it to focus on linking the purpose of the camp to the basic values of Elkdom (see below).

- Mission Statement (Old)
  - The **purpose** of Elks Camp Barrett's camping program is to provide experiences for the camper such as: group living in outdoor surroundings, recreational oriented activities that emphasize physical, mental, social and emotional growth, opportunities for character development, self worth development, self-improvement by working with and helping others.
- Mission Statement (Revised)
  - The **mission** of Elks Camp Barrett's camping program is to provide opportunities for character development & self-improvement through recreational activities emphasizing the Elks values of Charity, Justice, Brotherly Love and Fidelity.

The goals and objectives are used as qualifiers to make the mission happen. Focus on character development and maturity is the center of these statements with leadership being the end result.

- Goals & Objectives (Old)
  - Develop camper's appreciation and knowledge of themselves and peers
  - Develop leadership through creative adventure and activities
  - Provide leadership that will be an example of the principles of Charity, Justice, Brotherly Love, and Fidelity
- Goals & Objectives (Revised)
  - Provide opportunities for boys and girls of all backgrounds to interact
  - Develop a sense self-worth and self-esteem through learning and competition
  - Develop a sense of independence and self-reliance
  - Develop leadership through creative adventure and activities

## II. Financial Plan

The financial plan was drawn up based on five year's worth of data (2003-2008) provided to the committee. A basic outline of what was done is shown below. The data, charts and analysis are part of the Committee documents file.

1. Five Year review of Financial Statements (2003-2008)
2. Breakdown of Key Indicators
  - a. Revenue – fees, donations, rentals, fundraising
  - b. Expenses – operations, employee, kitchen, and utilities
3. The financial analysis revealed-
  - a. That we are falling short on revenues
  - b. Our fund raising efforts are not bearing enough fruit
  - c. We are not looking for enough sponsorship opportunities
  - d. We are not getting enough financial support from those using our facilities

### Proposed Action Plan – Financial

Goal – create a more enterprise based operation and remove the need for significant State Association subsidies

Action #1 – increase annual fund raising, sponsorship and rental income by \$50,000 over five years

Action #2 – increase efficiency of operations through energy initiatives and more effective staff utilization thus minimizing cost increases.

Action #3 – review all costs of services, contracts, and supplies for savings options

Action #4 – carefully examine and consider conservation easements to create additional revenue.

**III. Market Review**

The Market Review took a look at the value of services provided by our Camp operations based on other similar operations regionally and nationwide. The conclusion are as follows:

We are under valuing our services:

- Cost per camper \$400
- Value in the Market \$700-1000 (Commercial Camps)
- We are collecting an average of \$300 per camper (Lodge fees, donations, and ENF money) leaving us a shortfall of \$100 per camper (\$100 x 500 camper = \$50,000)
- This is the primary cause of the camp’s financial woes

Comparative Camp Cost Comparison in the Private Sector

<i>Facility</i>	<i>Weekly High</i>	<i>Weekly Low</i>	<i>Location</i>
Echo Hill Camp	\$ 999.00	\$ 650.00	Worton, MD
Camp Hidden Meadows	\$ 999.00	\$ 650.00	Bartow, WV
Camp Eagle Hill	\$ 999.00	\$ 650.00	Elizaville NY
Lake Greeley Camp	\$ 1,000.00	\$ 900.00	Greeley, PA
Camp Nor'wester	\$ 999.00	\$ 650.00	Roche Harbor, WA
Camp Woodmont	\$ 649.00	\$ 500.00	Cloudland, GA
Camp Lindemere	\$ 1,999.00	\$ 1,000.00	Henryville, PA
Average	\$ 1,092.00	\$ 714.29	

#### **IV. SWOT Analysis**

This report summarizes the input of the Strategic Planning Committee and 2009 user surveys.

##### Administrative

In looking at Administrative functions it seems clear that this is an area of significant weakness as well as potential Threats in the Camp operations matrix.

The following assumption could be made from this input:

- Problems with disconnects and delineation of authority with the management team at the camp
- Problems with reporting to the membership about camp operations and activities
- Problems with record keeping indicative of lack of effort, personnel, or time

##### Development (Fund Raising)

In looking at fund raising to a certain extent it is seen as an Achilles heel of the current Camp operations matrix. The old fund raising methods are not working as effectively any longer and there has been little innovation in fund raising with one exception in quite some time. This is also seen as an opportunity if the Camp Board and Representatives can look for creative ways to increase sponsorships, District and Lodge fund raising, and user donations.

##### Facilities

The facilities matrix is split between every SWOT category. The input reveals that the overall facility has wonderful amenities to offer but they are limited in not being able to provide year round camping opportunities (and revenue).

Location is seen as both Strength and a Weakness. It is strength as far as being close to major metropolitan areas which could provide revenue in the form of rentals but a weakness from the narrow standpoint of the Lodges who have to get their campers transported to the camp and back. Road access is also seen as a weakness due to the steep and narrow nature of the roadway.

The Opportunities lie in utilizing the location near Annapolis, Baltimore and Washington DC to create rental opportunities outside the realm of what the camp typically does (Corporate, Weddings, Day Care, etc.).

The Threats revolve around competition in the marketplace including summer camps, day camp, church camps, etc.

Marketing

Unequivocally marketing is seen as a true weakness of the Camp. There is no budget for this important part of business operations. Both external and internal marketing efforts are seriously lacking.

Operations

The day to day running of the Camp is seen by the Committee as a weakness and efficiency has been questioned in the operations of the kitchen facility as well as the poor quality of the food affecting the Campers otherwise positive experience. Short and long term maintenance is also seen as lacking. There is no existing plan to handle these issues. Use of building funds is catch as catch can process.

The need for more Executive Board and Member Representative involvement is seen as essential to the long term survival of the camp. The duties of the Executive Board need to be defined and the board members involvement in the marketing and development plan should be part of their job description.

Programs

The programming staff is seen as a tremendous strength to the Camp. Overall the programming is perceived as a strength however it is felt that it is sometimes lacking in variety and innovation. The need to add new program on an annual basis is seen as a way to keep returning camper engaged.

**ELKS' CAMP BARRETT**  
**STRENGTHS, WEAKNESSES, OPPORTUNITIES & THREATS**

Strengths

- Location
- Property Value
- Facilities (Pool, Pavilion, Etc.)
- Staffing (Camping – fun for kids)
- Program (Camping – fun for kids)
- Sports Program

Weaknesses

- Variety of Program – Diversity of Activities
- Educational Content
- Crafts
- Playground
- Computer Lab
- Acoustics in Dining Room
- Cabins not Heated
- Cabins not Air Conditioned
- Lack of Effective Electrical Service
- Finding Kids to come to Camp

- Location – Transportation (distance from kids' homes)
- Developmental Limitations (limits for private development – environmental)
- Lodge Representatives (not sending kids)
- Fund Raising
- Public Relations (Best Kept Secret)
- Deterioration of Facility and Lack of Maintenance and Improvement Funds
- No Alumni Association
- No Counselor In Training Program

#### Opportunities

- Weddings
- Corporate Conferences
- Caterer to Market and Use
- Day Care Center
- Corporate Sponsorships
- Competition Among Districts to Raise Money for ECB

#### Threats

- The Economy
- Expenses Over Running Revenue
- Other camps in the area
- Local Summer day care facilities

## V. Development Plan

### Introduction

Elks Camp Barrett fund raising, development, and revenue enhancement needs to be increased to supplement budgetary shortfalls that have been endemic over the past decade. Although much time and effort have been put into various fund raising efforts during this time none of the have been successful enough to be called a “signature” fund raiser that ties the Camp brand to the event. In addition the carrying capacity of the camp needs to be maximized through rentals to create outside revenue to help offset operating costs.

Donations to the Camp have been minimal over the five years of the study averaging just under \$13,000. Only 2006-07 had a significant figure with almost \$22,000 being given. In 2008 only \$8,000 was given which was 64% drop from the previous year. In addition there is not a clear delineation in line item coding between the Camp Fees and Donations and this needs to be clarified and separated.

The goal of this overall plan should be to eventually raise \$50,000 total per year by year five and to increase the total fund raising, donations, and revenue by 5% per year from year 6 on. The additional efforts at increasing donations, fund raising efforts and other income could eliminate the State subsidy within five years.

### Fund Raisers

The fund raising analysis for the past 5 years shows no individual activity raising over \$10,000 and the average total of all fund raising events staying around \$15,000 per year.

This basic fund raising plan entails creating two signature fund raising initiatives over the next five years to support camp operations and remove the need for State Association Subsidies with a goal of raising \$20,000 with these two events. In addition several middle level events need to be done as well as enhancing the ongoing small efforts to meet the overall \$50,000 goal.

The following proposals would fit the concept of major fund raiser (over \$10,000):

- Major Raffle (i.e. Automobile, large cash)
- Festival or Major Event
  - Taste of Maryland event
  - Car/Bike Show
  - Wine Festival/Arts & Crafts Show
  - BBQ Festival

The following would be possible middle level events (\$5,000- 10,000)

- Candy sales (already do very well - \$9,000)

- Silent Auction (new 2009 - \$5,000)
- Lodge Fund Raising Competition (\$5000 / \$1000 per District?)
- Basket Bingo
- Trips
- Night at the Races or Monte Carlo
- Triple Crown Parties

The following would be possible lower level fund raisers (\$1000-5000)

- Spring Picnic (needs to be set up to make some money)
- Small Raffles (current done)
- Longaberger Baskets
- Family/Alumni weekend
- Haunted Trail (could grow into middle level)
- Flea Market/ Swap meet
- Restaurant Outing where % of gross food bill goes to ECB
- 5 K Runs
- Golf Tournament

Obviously these events will not happen overnight but with a focus on the big level events we could within five years have out two signature events and begin to use these events to showcase our facility to whatever degree we can.

We also need to be willing to look beyond the environs of the Camp and look for others sites that may give our signature events a chance to succeed and grow.

### User Donations

The Cost Analysis and Market Study indicate that the cost value of the camping experience is around \$400 and the market value is around \$700 we are only collecting \$100 from each Lodge per camper. This means that we have a \$300 shortfall for each child that the Lodge sends. It also means that the value of the service we are providing is 600% more than what is being paid by the Lodges.

The approximate \$150,000 shortfall that this creates (\$300 @ 500 campers) is made up for with a donation from the Elks National Foundation of approximately \$80,000-100,000 and a small donation from the Jernick Fund typically leaving a \$40,000-60,000 shortfall (\$100 per camper) which the State Association has to make up.

Although The Camp accepts donations from Elks parents and others there is not a strong enough effort to encourage this practice. Development of a piece of collateral material to this effect and an emphasis to local representatives to promote donating as a rule would be very helpful in getting more consistent from our users. Setting a goal of \$50 per camper for user donations would double the current average and raise an additional \$12,000.

### Sponsorships

Although likely to be limited for the next few years, due to the economy, the idea of having corporate sponsors to help offset the Camp budget has significant potential to aid the Camp bottom line. This concept needs to be examined carefully and done in a way that will not offend membership sensibilities.

Patron Program – is a program using mailing and personal contact with businesses and individuals asking for donations in exchange for a certificate of recognition. The program is set in levels such as:

Platinum	over \$1,000
Gold	\$500-1000
Silver	over \$200- 500
Bronze	\$100-200

This type of program is tied closely with the Marketing Program and high quality collateral materials and mailing costs will be associated with it. This has the potential to be a mid-high level fund raiser and increases the organization's "brand" awareness.

If run properly, State wide this program could generate an extra \$5000-10000 in its first year (minus expenses) and could grow between 5-10% per year thereafter.

Major Donations for considerations – this type of program is frequently characterized by visual recognition such as fence banners or naming rights for building or facility amenities. Some members have expressed disdain for this approach; however there is significant potential for fund raising or offsetting expenses by using this type of initiative. For example fence line billboard programs can produce between \$2000-5000 annually in profits to go toward offsetting operating costs. The use of outside fund raisers for this type of program is a viable option and should be considered as long as the cost of fund raising is reasonable and within the parameters of nonprofit organizational norms.

An example of this type of major sponsorship is the solicit assistance with capital improvement projects such as playground replacement. The cost of replacing the existing playground will be between \$40,000-50,000. Getting a company like McDonald's to donate significant funding to offset this cost would likely result in the need to name the playground for the company.

Corporate Partnerships (see below also) could be one approach we could use without alienating the membership. A major partner like Pepsi who would donate and use its affiliation with us to for its own marketing program as well as ours is very intriguing. Imagine a marketing program with them that involved a percentage of every purchase going to Camp Barrett. This cause-related marketing has been around since 1983 when American Express donated 1 cent of every dollar charged on their cards to the renovation of the Statue of Liberty.

A smaller form of this is the restaurant deals that can be made to pick a day(s) and have a coupon give the organization a percentage of the gross food ticket revenue. State wide this could yield a significant lower or mid level donation without the need for major volunteer efforts.

### Partnerships

Corporate Sector – as described above a partnership with a major corporation has potential to bear fruit for the organization. The corporate partner can provide grants, sponsorship, labor, or rental income which can help the organization.

The possibility of using corporate labor in the form of community service hours being donated to help us raise funds at our events is also a possibility. For example every Wal-Mart employee is required to give some community service hours to the company. Partnerships with someone like Wal-Mart have other possibilities including providing Camper opportunities for Wal-Mart employees in exchange for donations which Wal-Mart can then write off.

Governmental Sector – there are opportunities to build partnerships within the public sector in the form of grant programs, environmental easements, and special event partnerships. Like most government situations however these usually have strings in the form of paperwork, limitations, or mandates. Relying on grants year in and year out, however is not a wise strategy since they can go as quickly as they come and they typically cover programming rather operational costs.

Partnerships with schools and day care facilities can help increase revenue through providing services for day care, after school, summer camp, and environmental education.

Independent or Non-Profit Sector – probably the best options for ECB are partnerships with other recreation or youth-based Non-Profit Organizations (NPO's) to help us offset operating costs and build facility utilization. Cost sharing and programming partnerships could lead to increased revenue and more efficient operations. Partnering with other NPO's will give up more exposure to government funding and grant opportunities. The down side besides the above stated limitations on grant funding is the control and leadership issue and the importance of communications to avoid misunderstandings.

### Other Income –

Rental income has averaged just over \$20,000 per year with nonprofit rentals leading the way with almost \$15,000 per year. Corporate rentals are just under \$6,000 and private rentals average less than \$700. Nonprofits rentals can be increased by offering fee-driven day care opportunities during the camping season to help fill the capacity not being utilized by the Lodges or by offering off season environmental educational programs in partnership with schools.

A key to increasing the camp's rental capacity is to consider spending money to upgrade the cabin's electric in order to allow baseboard or other heating options. In addition creating a partnership with the organizers the Renaissance Festival to provide accommodations and off site food service should be investigated.

### Summary

Mirroring the Financial Plan goal of the ECB Development plan is to lessen or eliminate the need for State Association funding and make the camp as self sufficient as possible. We must use every avenue for fund raising within our grasp to move the camp forward. These include creating signature fund raising events, continuing and expanding mid/lower-level fund raising within the State Association and the districts and local lodges, encouraging more user donations, pursuing sponsorships opportunities, government, non-profit and corporate partnerships and increasing rental revenue.

### Action Plan:

Basic Fund Raisers-Add two major "signature" events within 5 years. Add or enhance mid or lower level fund raisers. GOAL (additional fund raising)	\$30,000
User Donations-Create strong collateral materials to appeal to users for more donations to camp GOAL (additional donations within 2-3 years)	\$12,000
Sponsorships (Individual and Corporate) Patron Program & Utilize opportunities for development within the Corporate Community GOAL (1-2 yrs)	\$10,000
Partnerships Building partnerships within the Governmental, Corporate and Non-profit sectors and using creative ways to produce revenue, offset costs, utilize volunteer labor, or develop operational partnerships. GOALS – build 1 nonprofit/government partnership and 1 corporate partnership within 3-4 years. Use this to increase the camp carrying capacity and revenue through day care, summer camp, and environmental education opportunities.	
Other Income Fully utilize facility capacity by promoting rental and program opportunities creating additional revenue.	<u>\$ 5,000</u>
TOTAL (New Funding)	\$57,000

## VII. Marketing Plan

A Marketing Plan is necessary to help to enhance the camp's brand awareness and create an environment fertile with development opportunities. Raising the profile of Elks Camp Barrett with the stakeholders as well as public is needed to help meet the Strategic Plan's financial goals in addition to promoting the values of our organization.

Goal – to create a positive public profile of the camp while promoting its goals and Elks values

- Action #1 – Create a PR Committee with a representative of each District who promotes the camp within that jurisdiction
- Action #2 – Create and Alumni Association and use this to keep in touch with former campers with annual newsletters, cookouts, alumni weekends, and updates
- Action #3 – Camp Barrett Directors are to visit each Lodge in their District before the next camping season to promote greater Lodge participation and fund raising for Camp Barrett.
- Action #4 – Create a Junior Counselor Program and use this to keep outgoing campers engaged in the camp and use this as a training ground for future employees. This would continue to meet our mission of youth development
- Action #5 – Build an e-communication network -use this to keep in touch with alumni, parents, sponsors, and stakeholders. (see next page)
- Action #6 – Upgrade and modernize the Camp website – Upgrade and modernize the Camp website – add mapping, donation option, feedback section, more graphics, a history section. (see next page)
- Action #7 – Create an interactive Weblog with daily updates during camping season – this will allow parents to get daily updates on the activities of their children including photos, write ups, and activities. Also use social networking website such a Facebook and My Space. (see next page)

## VI. Internet Marketing Plan Specifics

Utilizing modern communication technology is extremely important in moving the camp forward in the eyes of our stakeholders. In addition it can create business and sponsorship opportunities that can result in additional funding and revenue.

Email list – Master list including all  
Semi-Annual newsletter  
Fund Raising/volunteer Opportunities

Secondary Targeted Lists:

Email updates - quarterly

- Email list – current clients (camp news, enrollment opportunities)
- Email list – alumni (reunion news, special events)
- Email list – employee and employee alumni (special events)
- Email list – sponsors (fund raising campaigns)

Website – new improved  
Provide mapping to camp  
Camp calendar  
More current photos  
Contact info email and immediate response  
More links  
Scout event  
Special events  
Camp Activities and fund raising  
Sponsors  
Sign up for email list

Weblog –  
Provide daily updates with camp news and photos  
Limited access through one person

Setup social networking pages on MySpace and Facebook

## VII. Operations Plan

A review of the operations indicates that a need for a stronger sense of management and direction is needed for the camp to move into the realm of being an enterprise based facility. Basic operations need a systematic review with an eye toward increasing productivity, efficiency and planning. Energy and inventory control as well as a sense of environmental stewardship need to be a factor in this process.

Goal- to increase efficiency of operations including energy usage, food service, purchasing, and staff utilization. Increase revenue through rental income and promote a more active role for the Executive Committee.

### Action Plan – Operations

- Action #1 – increase energy efficiency through the implementation of a camp “green” plan.
- Action #2 – review and improve kitchen operations including staff and food quality
- Action #3 – review and improve purchasing processes maximizing volume discounts, payment discounts, and merchandise auditing processes
- Action #4 – set up a procedural matrix for the secure handling of all files
- Action #5 - revise and define the leadership roles and responsibilities of the Camp Administration
- Action #6 – create a short and long term maintenance plan for year round utilization of maintenance staff.
- Action #7 – create a short term plan to replace existing playground with one that meets safety requirements
- Action #8 – create a facilities depreciation plan for long-term planning an infrastructure repair and replacement
- Action #9 – increase the camp’s income with the help of the marketing plan by promoting more outside rentals.
- Action #10 – create a job description for Executive Committee members that encompasses a more active role in development and marketing.

## Conclusion

The goal of this strategic plan is to make changes in the camp's operations, marketing, and fund raising to make it function without significant State Association subsidies. By improving planning, development, marketing, and operating efficiency the annual \$50,000 shortfall can be eliminated. This plan will require a concentrated effort on the part of the Camp Barrett representatives and the Camp Barrett Executive Board to implement.

There is widespread recognition that the traditional way of doing business is not working and a major change in the approach and mentality of the stewards of the camp is needed. An aggressive marketing and development plan focusing on the strengths of the facility combined with incremental improvement of the operating matrix is essential for the camp's survival as our State Association Project. This can only be accomplished through the hard work and dedication of the *entire* membership.

If the membership approves of the Strategic Plan it is important to be ready to implement it as soon as possible. With an unveiling of the plan at the October 2009 Workshop and hopefully a decision being made at the Winter Workshop in 2010 it would be possible to begin implementation of the plan for the 2010 Fiscal Year.

The implementation process would be as follows:

- Membership of Association votes to move forward with plan (January 2010).
- Committee and Executive Board meet jointly to outline implementation including formation of sub-committees (Marketing, Development, Operations, & Auditing) and Evaluating committee (March 2010)

Another important consideration if the strategic plan is approved is that there would need to be an evaluation process to monitor and measure the plan's progress. The existing Planning Committee could be adapted to fill this important role as well as drive the implementation process or the Executive Committee could assume this duty. The following would need to be provided to the membership:

- Annual review of plan objectives
- Annual review of employees (Executive Committee only)
- Review and revision of plan at the three year mark

In these very difficult financial times it is important that the State Association take a very hard look at the options determine the best course for the future of our State Project. Having a road map to the future with benchmarks is imperative to creating a more self-sustaining Project. As wise man once said "what gets measured gets done..." and this approach is what is needed in any business enterprise for it to be successful.