

american **CAMP** association™  
Linking ACA's ENDS, Business Plan, and Work Plans  
A Document Map with Objectives for 2007-2011

## SUMMARY

ACA's **Master Plan** identifies the long term purposes of the organization – these are identified as “ENDS”. ACA's **Business Plan** groups the work of the organization into 5 major areas – these are identified as goals. Within each of these goals, the Business Plan identifies more specific objectives (sometimes tasks) as priorities for the work of the national staff for the coming 5 years. Individual **Work Plans** have been developed for each of the objectives in the Business Plan. Additional Work Plans were also developed by the staff in areas not specifically noted in the Business Plan. In addition, ACA has a **Charter Agreement** with the local Sections. In this charter agreement, a number of operational tasks and/or programs are identified as things that the National Office has agreed to do. Those items need to be integrated with the other work plans of the organization to ensure that they are delivered.

One year after the development of all the above documents, a review informs us that we need to organize the various goals/objectives/tasks into a format more easily understood. Review also informs us that we need to identify more measurable objectives as benchmarks for success.

In tackling the organization issue, we have developed sub-ENDS that add more specificity to the three articulated ENDS of the organization. Following that work, we developed what are informally called “**Short-term Ends**” – that is – in five years, if we have made progress toward the organization's ENDS – how will we know it?... how will we measure it?

The Business Plan established a number of assumptions which are still valid – specifically:

- ACA will diversify its revenue stream and reduce reliance on member dues and camp fees.
- ACA will explore new models for membership and camp affiliation that include both concepts of adding value for the cost and reducing cost.
- ACA membership and camp affiliation will continue to grow.
- Required information technology capabilities will be pursued in the context of all the goals and objectives requiring improvements in technology and technology management.
- ACA is committed to implementing new and promoting existing vehicles to intentionally equip and advance cultural, socio-economic, and special needs diversity across the camp community.

What follows serves as a kind of “document map” – that is – a visual linkage between the Master Plan, Business Plan, and Work Plans – and identifies **Measurables** to be completed by the year 2011.

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## PART 1 – IDENTIFYING SUB-ENDS

**END 1: There will be greater public understanding of and support for the value of the camp experience.**

**1-1 PUBLIC AWARENESS:** The public's awareness of the value of the camp experience will be increased.

**1-2 LEGISLATIVE/ADVOCACY:** Legislators' and regulators' awareness of ACA as the leader in camp-related issues will be increased.

**END 2: An increasing number of children, youth, and adults of all social, cultural, and economic groups will have a camp experience.**

**2-1 ENROLLMENT:** There will be an increased number of campers in ACA-Accredited camps.

**2-2 DIVERSIFICATION:** The national camp population will be more diverse and reflective of the mix of social, cultural, and economic groups in the US.

**2-3 STAFF:** ACA will increase the production and dissemination of tools to assist camps in recruiting a diverse staff.

**END 3: The camp experience will be of high quality.**

**3-1 INDUSTRY STANDARDS:** There will be a revised accreditation program that focuses on quality and youth development.

**3-2 ACA-ACCREDITED CAMPS:** There will be an increase in the quality of camp programs.

**3-3 ACA MEMBERSHIP:** There will be an increase in the professionalism of camp professionals.

**3-4 MEMBER AND CUSTOMER SERVICE:** ACA will increase its services to members and other customers.

**3-5 EDUCATION:** There will be a new, dynamic educational system in place for all segments of the industry that is supported by events, publications, and educational services.

**3-6 RESEARCH:** There will be a regular system of research to support the information needs of the Association and the industry that will result in written materials, publications, and electronic resources.

## PART 2 – Identifying Short-term Ends and Measurables, End 1

END 1: There will be greater public understanding of and support for the value of the camp experience.

### Short-term ENDS

**1-1 PUBLIC AWARENESS:** By 2011, the public's awareness of the value of the camp experience will be increased, specifically, there will be an increase in: camp participation in our public awareness efforts, attendance at our premier educational events by non-ACA members and speakers, and the content of media stories will be strengthened.

Document Map: The Business Plan addresses this short-term end with Goal # 2, and objectives 2A, 2C, 2D, 3E, 1E. A work plan for affiliated conferences also addresses this issue. In addition, the Charter, Part IIC addresses public awareness activities in conjunction with the Sections. Below identifies what success would look like in 2011:

- A. There will be an increase in the awareness of the value of the camp experience and the benefits of ACA-Accredited camps by a greater number of parents, families and the public
  - o Measurables :
    1. Increase in the visits to the parent web site of 50% over the current benchmark of 19,000 visits per month.
    2. Increase in the number of visits to the Accreditation pages of the web site by 50% over the current benchmark of 500 hits per month.
    3. Increase in the distribution of CAMP to 750,000 (the current benchmark is 500,000.)
    4. Develop a print PSA program to promote ACA-accredited camps and ACA with 10 publication pickups in first year. Current benchmark is 0.
- B. There will be an increase in the number of camps that proactively promote to the public that they are ACA-accredited.
  - o Measurable: 75% of ACA-Accredited camp print materials and web advertising will contain the ACA-Accredited camp logo.
- C. There will be an increase in the number of people from non-camp youth organizations that participate in ACA nationally sponsored education and training.
  - o Measurable: 25% increase from the current benchmark of 150.
- D. There will in an increase in the number of people from non-camp youth serving organizations that present nationally sponsored ACA education and training sessions.
  - o Measurable: 50% increase from the current benchmark of 22

- E. There will be an increase in the number of non-camp organizations that invite ACA to participate in their events and dialogue.
  - o Measurable: 10 organizations annually.
- F. There will be an increase in the number of media that contact ACA for stories and information.
  - o Measurable: 50% increase from the current benchmark of: number of 2005 media calls = 239
- G. There will be an increase in the substance and breadth of positive stories about camp that are presented by the media.
  - o Measurable: 50% increase from the current benchmark of:
    - \* Number of 2005 print impressions = 55,904,877
    - \* Number of 2005 on-line impressions = 130,772,266
- H. There will be an increase in financial aid available from other organizations to send children and youth to camp (e.g., LA Times Scholarship Fund).
  - o Measurable: In 2007, we will assess the validity of this measurable and develop a process for determining the baseline.

**1-2 LEGISLATIVE/ADVOCACY:** By 2011, legislators' and regulators' awareness of ACA as the leader in camp-related issues will be increased, specifically, there will be an increase in invitations to participate in the development/redevelopment of camp-related regulations and laws.

Document Map: The Business Plan addresses this short-term end with Goal # 2, and objective 2E. The strategic plan for criminal background checks written by the public policy committee also addresses this issue. In addition, the Charter, Part III E addresses this issue. Below identifies what success would look like in 2011:

- A. There will be an increase in the number of legislators and regulatory-policy makers who understand the value of the camp experience.
  - Measurable: ACA will have identified and cultivated at least three camp "champions" in the House and the Senate.
- B. There will be an increase in the number of legislators and regulatory-policy makers who invite ACA participation in the development, and/or re-design of camp-relevant regulations and laws.
  - 1. Measurable: Sections will report an increase in their being asked to participate in the development/rewrite of camp regulations/laws in their state.
  - 2. Measurable: ACA will be a partner in the [PROTECT Act Pilot](#) Program.

## PART 2 – Identifying Short-term Ends and Measurables for, End 2

END 2: An increasing number of children, youth, and adults of all social, cultural, and economic groups will have a camp experience.

### Short-term ENDS

**2-1 ENROLLMENT:** By 2011, there will be an increased number of campers in ACA-Accredited camps.

Document Map: The Business Plan addresses this short-term END in numerous goals and objectives, specifically objectives, 4F, 3F, 3G, 3H, and 1F.

- A. There will be an increase in enrollment in camps and camp experiences.
  - o Measurable: The majority of ACA camps will report an increase in enrollment.
- B. There will be an increase in camper scholarships offered by ACA for-profit camps.
  - o Measurable: Increase in for-profit camps participating in the ACA scholarship program.

**2-2 DIVERSIFICATION:** By 2011, the national camp population will be more diverse and reflective of the mix of social, cultural, physical-ability and economic groups in the US.

Document Map: The Business Plan addresses this short-term END in numerous goals and objectives, specifically objectives, 4F, 3F, 3G, 3H, and 1F.

- A. There will be an increase in the tools/training/knowledge/best practices provided to camps to help them to increase and diversify enrollment.
  - o Measurable: Tools (at least two) and best practices in cross-cultural programming will be developed.
- B. There will be an increase in the number of non-white children who participate in a camp experience.
  - o Measurable: [The percentage of non-white youth enrolled in ACA-affiliated camps will be 33%. The current percentage is 24.](#)
    - [Source: ACA 2006 Camp Business Survey.](#)
- C. There will be an increase in the number of camps that are providing a camp experience that serves an increasingly diverse population (i.e., intentionally programming for a more diverse camper population, and successfully enrolling and serving campers that are more diverse than their current enrollment.)
  - o Measurable: [ACA camps will report an increase of ten percent in the camps that provide scholarships to up to a quarter of their participants from 52% \(2006\) to 57%.](#)

- D. There will be an increase in the type of camp experiences offered (i.e., seed programs where they do not exist, etc.) in the United States.
  - o Measurable: ACA will offer incentives to at least twenty camps to cultivate diversity through creative and innovative programs.

**2-3 STAFF:** By 2011, ACA will increase the production and disseminate of tools to assist camps in recruiting a diverse staff.

Document Map: The work plan for the staff recruitment initiatives addresses this issue.

- A. There will be an increase in the tools/training/knowledge/best practices and other resources provided to camps to secure staff (and a more diverse staff.)
  - o Measurable: At least two new resources will be produced.
- B. There will be an increase in the number of non-white counselors who work at camp.
  - o Measurable: The percentage of non-white camp staff employed by ACA-affiliated camps will be 20%. The current percentage is 16.
    - Source: ACA 2006 Camp Business Survey.

## PART 2 – Identifying Short-term Ends and Measurables for, End 3

### END 3: The camp experience will be of high quality.

#### Short-term ENDS

**3-1 INDUSTRY STANDARDS:** By 2011, there will be a revised accreditation program that focuses on quality and youth development.

Document Map: The Business Plan addresses this short-term end with Goal #1. The work plan for accreditation also addresses this issue. The Charter part IIA, addresses this goal in collaboration with the Sections.

- A. There will be a contemporary ACA-accreditation program.
  - o Measurable: There will be additional revisions to the accreditation program to continuously update it, to focus on quality practices, and to reflect youth development.

**3-2 ACA-ACCREDITED CAMPS:** By 2011, there will be an increase in the quality of camp programs.

Document Map: The Business Plan addresses this short-term end with Goal #3, specifically 3B.

- A. There will be an increase in the number of ACA-accredited camps.
  - o Measurable: 10% increase in the number of ACA-accredited camps from the current benchmark of 2349.

**3-3 ACA MEMBERSHIP:** By 2011, there will be an increase in the professionalism of camp staff.

Document Map: The Business Plan addresses this short term end with Goal #3, specifically 3A. In addition, the Charter, Part III F addresses this issue.

- A. There will be an increase in the number of ACA members.
  - o Measurable: 10% increase in the number of ACA members from the current benchmark of 6911.

**3-4 MEMBER AND CUSTOMER SERVICE:** By 2011, ACA will increase its services to members and other customers.

Document Map: The Business Plan addresses this short-term end with Goals #1 and #3, specifically 1A, 1B, 1C, 1D, 3C, 3D. The Charter addresses this issue with Part IIIA.

- A. There will be an increase in the number of customers who take advantage of ACA's resources (e.g., participants in ACA education, purchasers of ACA publications, use of ACA Business Partnerships)
  - o Measurable: 25% increase over the current benchmarks of:
    - Bookstore Customers for 2006: 3093\*
    - Benchmark for BCDC in 2006 was 100
    - Benchmark for National Conference was 1161 registered
    - Benchmark for NDO was roughly 42
    - Benchmark for C4C was 465
  - \*First 11 months customer total averaged and increased to estimate 12 month total
- B. There will be an increase in the number of ACA business partners that provide service to ACA camps.
  - o Measurable: 25% increase over the current benchmark of 10 business partners.
- C. There will be an increase in the number of benefits offered with ACA membership.
  - o Measurable: At least 1 new benefit annually.

**3-5 EDUCATION:** By 2011, there will be a new, dynamic educational system in place for all segments of the industry that is supported by events, publications, and educational services.

Document Map: The Business Plan addresses this short-term end with Goals #1, and 2. In addition, the Charter, Part III B addresses this issue.

- A. There will be an increase in ACA published works that reflect camp best practices.
  - o Measurable: Increase in published works by 100% over current benchmark of 2 titles per year. (The goal for 2007 is 25 titles, which may take the form of books, DVDs, toolkits, etc.)
- B. ACA will define and have begun to implement a coordinated education and training program for all types of camp staff (beyond just the camp director) that is progressive and developmental.
  - 1. Measurable: There will be a defined educational progression for all types of camp staff that is implemented through section and national educational offerings.
  - 2. Measurable: Two new tools that support the implementation and/or delivery of education. (1) Online education recommendation with implementation plan and early implementation (2) 1/2 Day Program Improvement Workshop templates for both facilitators and participants (3) Diversity workshop template for facilitators and participants (4) Speaker Resource section of the web site (5) Tools for education planners (detail in 2005/2006 education work plan).
  - 3. Measurable: Regarding participation in ACA educational offerings:

- a. 1 additional BCDC offering over 2005/2006 or approx. 25 additional participants
- b. 3.5% growth in National Conference registrant participation over Chicago 2006
- c. 10% growth in exhibitor participation over Chicago
- d. 40 additional participants in New Director Orientation over the 2006 benchmark of \$1250, or roughly 42 participants including both members and non members. Note: reporting compliance is traditionally weak. With additional communication to Sections, reported participation may well exceed the overall goal of 80 for 2007.
- e. 200 new users for C4C Second Edition over the current benchmark of 450
- f. Participants in Program Improvement workshop (New) 250 participants in roughly 20 groups of 12 with 20 facilitators
- g. Participants in Diversity workshop (New) 120 participants in roughly 10 groups of 12 with 10 facilitators

**3-6 RESEARCH:** By 2011, there will be a regular system of research to support the information needs of the Association and the industry that will result in written materials, publications, and electronic resources.

Document Map: The Research Work Plan addresses this short-term end. In addition, the Charter, Part IIIA addresses requirements of ACA regarding research collected from members.

- A. Based on research, there will be an increase in the resources available to camps to provide quality camp programs and/or to strengthen their business.
  - o Measurable: 2 new tools annually
- B. Research will identify factors that have reduced the number and severity of illnesses and injuries in camps in the US.
  - o Measurable: Dissemination of the research findings, and integration of research findings in revised and new training materials and programs.
- C. Research will define program improvement steps for camp programs and work to establish best practices that will be utilized in education and standards.
  - o Measurable: Dissemination of research findings
- D. Research will have annual projects that result in new information for camp operations, Association operations, and knowledge of the industry.
  - o Measurable: 1 new project annually

## PART 2 – Identifying Short-term Ends and Measurables for Infrastructure

Infrastructure: ACA will remain a viable association.

Document Map: The Business Plan addresses the following short-term ends in Goal #4. In addition, the following work plans address the issues of capital growth: non-dues revenue, and field service

### Short-term ENDS

Cap -1 FISCAL CAPITAL: By 2011, there will be an increase in ACA's fiscal capital.

- A. There will be an increase in non-traditional revenue (i.e., revenue not from membership dues or camp fees)
  - o Measurable: 15% of total revenue – current benchmark is 9% of total revenue.
- B. There will be a coordinated fundraising plan.
  - o Measurable: Dissemination of the plan
- C. There will be an increase in revenue from the ACA business partnerships.
  - o Measurable: 20% increase over the current benchmark of \$191,102 (2005).

Charter references: Sections IA-F contains items that require ACA to follow solid business practices to maintain viability. Refer to the Charter for details.

Cap-2 INTELLECUTAL CAPITAL: By 2011, there will be an increase in ACA's intellectual capital.

- A. There will be an increase in ACA's intellectual/educational materials available for members and the public.
  - o Measurable: 100% increase in ACA titles and/or other intellectual materials/products (see part 3-5)

Charter references: Sections II and III contain items regarding the development of intellectual capital. Refer to the Charter for details.

Cap-3 SOCIAL CAPITAL: By 2011, there will be an increase in ACA's social capital

- A. There will be an increase in volunteerism.
  - o Measurable: In 2007, we will develop a process for determining the baseline for this measurable.
  - o There will be an increase in partnerships with other youth serving organizations.
  - o Measurable: In 2007, we will develop a process for determining the baseline for this measurable.

Charter references: Section IIIC addresses leadership development. Refer to the Charter for details.