



---

# A Transformed ACA: How We Got Here



# 1996 - 1999

- **New Chartering Agreement**
- **Board decides to realign ACA**
- **ACA challenged with relevance**
- **Membership and Service Fees altered**
- **First membership growth in 15 years**
- **ACF provides \$75,000 for research**



## 2000 - 2002

- **Master Plan adopted**
- **Policy Governance adopted**
- **Received \$640K from Lily**
- **Initiated comprehensive research effort**
- **Campaign '07 launched**
- **Redirected image towards Knowledge Center**



**2003 – 2005**

- **Modified name by dropping “ing”**
- **Updated logo, rebranding ACA**
- **Published research findings**
- **Developed Business Plan**
- **Published CAMP, targeted to parents**
- **Developed and expanded online services**



# The Brutal Truths

- We're not the only game in town
- We don't own the term "camp"
- It's not easy for camps who are either new or not accredited to receive services from ACA
- ACA Accreditation does not have the public recognition that we want it to
- Our message is not being heard



# The Brutal Truths

- **Some sections are struggling:**
  - **9 of 24** sections have fewer than **200** members
  - **15** sections have fewer than **100** camps
  - **4** sections have fewer than **50** camps
  - **15** sections do not have a full time staff person
  - only **4** sections have more than one staff person
  - **7** sections have less than **\$50K** in net assets
  - **6** sections have less than **\$50K** in annual income



# The Brutal Truths

- **Generating charitable contributions and non-dues revenue for ACA continues to be a major challenge.**
- **To change our culture, we must begin by changing our governance.**

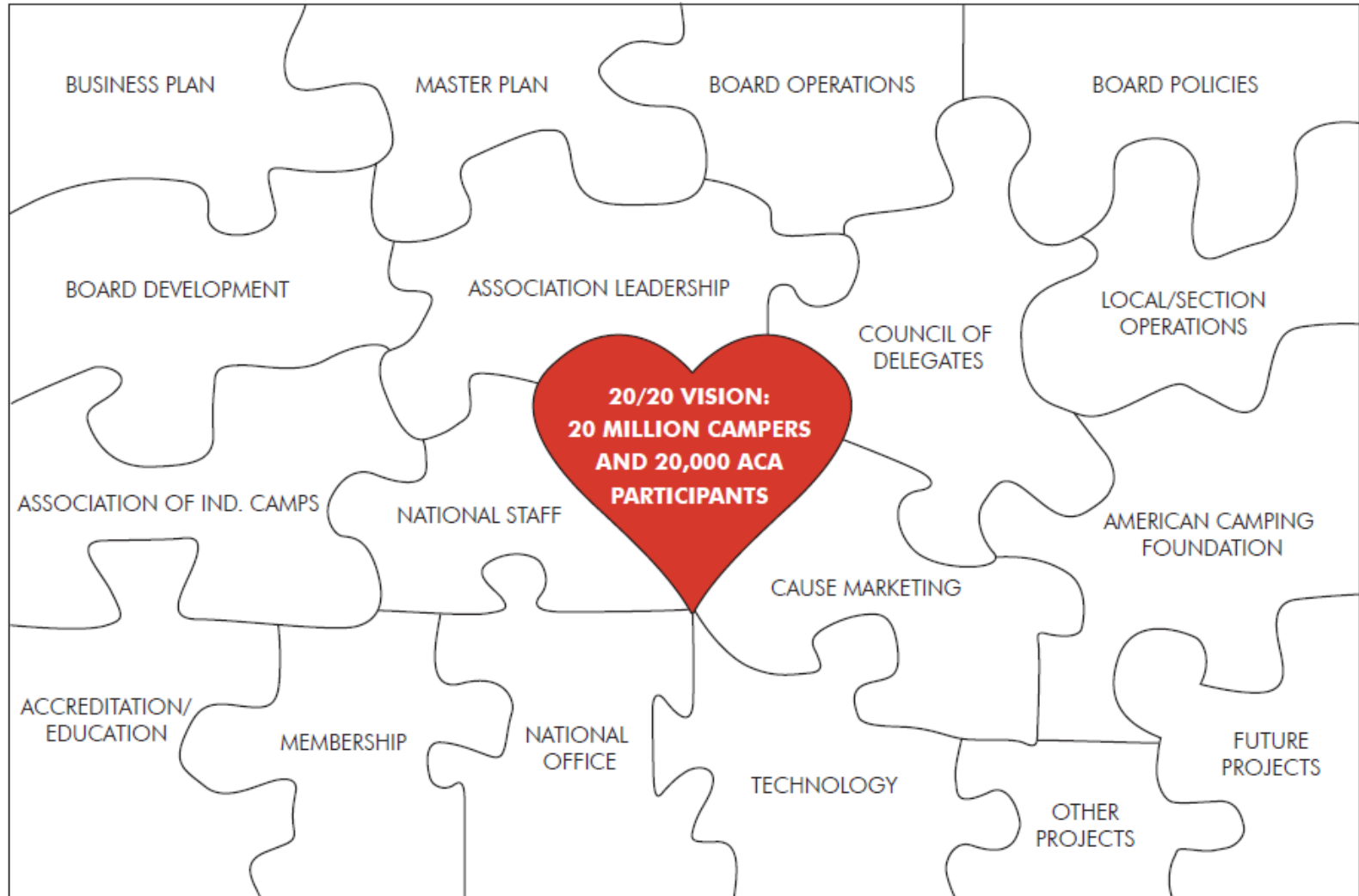


**2006 - 2008**

- **Membership changes**
- **Board adopted 20/20 Vision**
- **20/20 formally launched at conference**
- **Board votes to change board composition**
- **First class of “public” board members elected**
- **Launched Find a Camp Task Force**



## 20/20 VISION Putting It All Together to Make a Difference





**2009 – 2012**

- **20/20 Task Force recommends concept of one association to COD**
- **Office opened in Washington, DC**
- **Association celebrates 100<sup>th</sup> anniversary**
- **E-institute programs online**
- **20 of 24 sections rolled up into ACA, Inc.**
- **3 Affiliate agreements signed**



## 2011 - Prudential Leadership Award

- **76% increase in educational courses**
- **98% increase in new educational publications**
- **19.5% increase in ROI from new membership campaign**
- **200% increase in advocates from membership campaign**
- **655% increase in Send a Child to Camp campaign**



# 2012 - 2014

- **NCOL meets for first time**
- **Strategic Business Plan integrated into operations**
- **New positions: Marketing and Funds Development**
- **Non Cognitive Skills Board Task Force**
- **Technology improvements**
- **Staffing changes: 14 FTE professional positions for 3 geographic regions**



# 20/20 Vision

american *CAMP* association®

**20/20 VISION** Putting It All Together to Make a Difference

