



# Strategic Planning Initiative

## NCOL Introductory Discussion

January 23, 2019

OrgCentric

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**Section 1 –**  
**The ACA Strategic Planning Initiative**

# Introduction

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In mid-2018, The American Camp Association Board of Directors established a Strategic Planning Committee to guide and participate in the development of a long-range strategic plan for the organization. This plan will guide the ACA and define and further its mission and goals over the next 3-5 years.

To facilitate and provide additional expertise to the strategic planning process, ACA retained the firm of OrgCentric in October 2018. OrgCentric has assisted more than 60 leading nonprofit organizations and specializes in supporting nonprofits across three inter-related disciplines:

- Strategic Planning and Execution
- Revenue Growth and Diversification
- Communications and Marketing

# The Strategic Planning Process

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ACA's Board of Directors, Strategic Planning Committee, Executive Leadership Team, Staff, and OrgCentric are actively collaborating in this inclusive process.

- A key aspect of the process is to energetically engage ACA's wide range of constituents to ensure that the resulting plan both reflects constituent needs and expectations and benefits from the insights of the full range of constituencies, including members, volunteers, affiliates, strategic and business partners, like-minded organizations, et al.

# The Strategic Planning Process

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Key Elements of the Strategic Planning Process include:

- Discovery
  - Internal and External Constituent Interviews
  - SWOT Analysis
  - Best-Practices Benchmarking
  - Collaborative Planning Sessions and Workshops with the ACA Board, Strategic Planning Committee, and ACA Executive Leadership Team
  - Constituent Research, including Focus Groups, Interviews, and Event Participation
  - Strategic Plan Initiatives (specific strategies) Development and Review
  - Strategic Plan Finalization
  - Strategic Plan Presentation and Socialization
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- It is anticipated that the ACA strategic planning process will be completed ~ May 2019.

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## **Section 2 –**

**NCOL Collaborative Session, February 19**

## NCOL Collaborative Session

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As a valuable collaborative element of the strategic planning process, we will engage with the NCOL on February 19 during the ACA National Conference in Nashville, TN.

- During a 60-minute session, we will facilitate this opportunity to gain NCOL insights and perspectives that will be invaluable in informing and framing the ACA strategic plan.
- We urge NCOL members to give thought in advance to key issues to be addressed and to be active, engaged, and candid during the session.

# NCOL Collaborative Session

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It is envisioned that the discussion will center around the following questions and topics:

- How can ACA best serve the camp professional community and enhance the value of the camp experience?
- What important steps or initiatives can ACA take to optimize the results of its efforts?
- Are there new or refined opportunities for programs or tools which ACA can provide to enhance the effectiveness of its volunteers and field programs?
- What key challenges or trends exist across the camp community that ACA must address?
- Is the ACA effective in engaging, communicating with, and supporting volunteers?
- How can ACA improve its support to and collaboration with volunteers?



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**Section 3 –**  
**Wrap-up and Next Steps**

## Wrap-Up and Next Steps

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- Are there other key questions or critical topics that should be specifically included to guide the session?
- Other questions, comments, or concerns?
- In the coming weeks, OrgCentric, working with the ACA team, will be developing and finalizing the material and guidance for the February 19 collaborative session.

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