Camp Alexander Mack Strategic Plan
2026-2028

Goal Area One: **Create a marketing plan that clearly defines brand identity for Camp Alexander Mack and suggests programs and products that address identified market needs for a variety of constituencies.**

Strategy One: Develop a style guide for use in communications, social media, and marketing materials.

Tactic A: Create a style team consisting of staff and constituents to engage with an expert in brand design.
Responsibility: Deanna Beckner
Date: August 2026
Cost: $3,000

Tactic B: Document current style guidelines and modify as necessary to build a more comprehensive model.
Responsibility: Style Team Chair
Date: January 2027
Cost: 0

Strategy Two: Develop a marketing playbook with guidelines for all profit centers, fundraising, and employment.

Tactic A: Conduct a marketing audit and plan for measuring and improving results using available resources
Responsibility: Deanna Beckner
Date: November 2026
Cost: $3,500

Tactic B: Develop playbook with style guide, marketing audit, and guidelines for creating themes and copy used in regular communications and marketing.
Responsibility: Marketing Team
Date: March 2027
Cost: 0

Strategy Three: Collect and review data and compelling stories from current partners, campers, and guests.

Tactic A: Develop a set of data points for annual review and review current available data.
Responsibility: Marketing Team
Date: Annually beginning September 2026
Cost: 0

Tactic B: Each year, with the help of staff, create a list of questions regarding camp experiences and stories to be distributed to Board members. Board members are requested to use these questions in structured meetings like church boards or congregational meetings as well as in impromptu conversations. A few minutes will be set aside at each regular Board meeting to discuss stories and responses to these and other questions.

Responsibility: Indiana Camp Board Chair
Date: January 2027
Cost: 0

Tactic C: Develop and implement a process to capture stories at the end of partner camps and events, program camps and events, and outdoor education experiences.

Responsibility: Deanna Beckner
Date: May 2027
Cost: $1,500

Strategy Four: Identify the needs of current and potential partners and the outside community for the purpose of aligning camp programming and services.

Tactic A: Each member of the leadership team is encouraged to join at least one local service organization or be an active participant in a business organization with dues paid by the camp.

Responsibility: Executive Director
Date: January 2027
Cost: $2,000

Tactic B: Conduct one to two focus groups annually targeting various community and constituent groups for the purposes of discovering their current perceptions of Camp Mack and its programs and determining possible new programs and services.

Responsibility: Deanna Beckner
Date: January 2028
Cost: $500 annually

Tactic C: Encourage staff and Board members to participate in community events (i.e. Milford Food Truck Fridays, Elkhart County 4-H Fair, Kiwanis Soup Supper, school and community team sponsorships, etc.) as much as possible. At a minimum, leadership team members will engage in at least one meaningful community connection annually.

Responsibility: Deanna Beckner
Date: May 2026
Cost: $2,000 annually

Strategy Five: Develop new programs and services that respond to the needs and interests of current and potential constituencies.

Tactic A: Create a communication team for requests, questions, or issues that could have an impact on opportunities, image, reputation, and adoption of Camp Mack programs and services.
Responsibility: Executive Director
Date: April 2027
Cost: 0

Tactic B: Intentionally increase the frequency of marketing to diverse and inclusive constituents for the purpose of allowing all people to see themselves in Camp Mack programs and services.
Responsibility: Deanna Beckner
Date: January 2027
Cost: 0

Tactic C: Support partner group marketing.
Responsibility: Chris Power
Date: September 2026
Cost: 0

Tactic D: Annually convene a joint meeting of the Leadership and Marketing Teams to review data, group and individual evaluations, collected stories, and focus group reports to evaluate current and brainstorm future programs and services, to determine the next year program and calendar.
Responsibility: Executive Director
Date: September 2027
Cost: 0

Goal Two: Identify new markets for current Camp Alexander Mack programs and services to increase the customer base for the purpose of expanded and stable revenue.

Strategy One: Develop a proactive group sales and outreach program.

Tactic A: Identify and prioritize 3–5 new target market segments (e.g., corporate team-building, homeschool co-ops, mental health/wellness retreats, sports teams) and develop a tailored outreach package for each.
Responsibility: Chris Power
Date: October 2026
Cost: 0

Tactic B: With current or part-time staff, develop and implement a group sales strategy for lead development, follow-up, and relationship building with non-church groups.

Responsibility: Chris Power
Date: January 2027
Cost: Up to $10,000 annually

Tactic C: Create a Group Rentals information kit (digital and print) including venue capacities, program options, pricing, and testimonials from existing non-church clients.

Responsibility: Chris Power
Date: October 2026
Cost: $500

Tactic D: Attend 2–3 regional association or trade events (e.g., Indiana Association of School Principals, Indiana HR/business networks, etc.) annually to promote Camp Mack as a retreat destination.

Responsibility: Deanna Beckner
Date: Annually beginning September 2026
Cost: $1200 annually

Strategy Two: Expand Outdoor Education revenue through school and institutional partnerships.

Tactic A: Develop a formal multi-school outdoor education partnership proposal modeled after Michigan/Ohio programs, targeting at least 2 new district relationships each year.

Responsibility: Pieter Tramper
Date: December 2028
Cost: 0

Tactic B: Create an 'Outdoor Ed Ambassador' program, recruiting current school contacts to refer new school partners through formal incentive or recognition.

Responsibility: Pieter Tramper
Date: May 2027
Cost: 0

Tactic C: Develop a 'Classroom to Camp' pilot in-school program offering 1–2 free site visits to schools as a low-barrier introduction to Camp Mack's full outdoor education offerings.

Responsibility: Pieter Tramper
Date: August 2026
Cost: $1,000

Tactic D: Explore ACA Character Grant funding to expand programming infrastructure and build credibility with new institutional partners.

Responsibility: Gene Hollenberg
Date: October 2026
Cost: 0

Strategy Three: Build year-round revenue by activating off-season capacity.

Tactic A: Develop retreat packages for fall, winter, and spring targeted at churches, corporations, and nonprofits, featuring specific programming and pricing for groups of 20–80 October through March

Responsibility: Jessica Kreider
Date: Annually beg. September 2026
Cost: 0

Tactic B: Partner with counseling organizations, therapists, business coaches, authors, or nonprofit groups to create retreat packages leveraging Camp Mack's natural setting and 'thin place' appeal.

Responsibility: Jessica Kreider
Date: December 2027
Cost: 0

Strategy Four: Formalize and amplify word-of-mouth and digital referral channels.

Tactic A: Launch a structured alumni and past-guest referral program with a simple incentive (e.g., discounted future booking) for groups who refer new organizations to Camp Mack.

Responsibility: Chris Power
Date: January 2028
Cost: $2,000

Tactic B: Develop a consistent social media strategy featuring testimonials, venue highlights, and program stories, targeting both faith-based and general audiences on Facebook and Instagram.

Responsibility: Marketing Team
Date: December 2026
Cost: 0

Tactic C: Develop an online ad campaign strategy to drive discovery by groups searching for retreat and outdoor education options in Indiana. Utilize NFP online grant programs to maximize exposure.

Responsibility: Deanna Beckner
Date: December 2026
Cost: $2,000 annually

Goal Three: Increase the quantity and quality of contacts with all stakeholder groups, measuring impact through specific metrics, for the purpose of improving relationships with customers, donors, and staff.

Strategy One: Develop a process for tracking and prioritizing stakeholder group activity and contact.

Tactic A: Create a list of all stakeholder groups and prioritize the importance of contact. Document the cost (time, effort, money) required to stay connected to each group as well as the benefit/return (relationship, time/volunteering, visits to camp, monetary support, referrals to others, etc.) camp gets from each.

Responsibility: Deanna Beckner
Date: Annually beginning October 2026
Cost: 0

Tactic B: Determine desired number and timing of contacts per stakeholder group and establish a contact calendar to include who will make contact, a range of time to make the contact, and how the contact will be made.

Responsibility: Deanna Beckner
Date: Annually beginning January 2027
Cost: 0

Tactic C: Evaluate, choose, and implement the appropriate tool or software to manage and track stakeholder group contact.

Responsibility: Deanna Beckner
Date: August 2026
Cost: 0

Tactic D: Track metrics for evaluation including number of contacts made for each group, time spent, and by whom.

Responsibility: Deanna Beckner
Date: Annually beginning March 2027
Cost: 0

Strategy Two: Evaluate current stakeholder group initiatives and engagement.

Tactic A: Update master list of stakeholder group events/actions throughout the year including groups added and/or subtracted and the number of visits made by stakeholders and groups.

Responsibility: Deanna Beckner
Date: Annually beginning December 2027
Cost: 0

Tactic B: Set yearly leadership team planning period during which previous year contact efforts and group engagement will be evaluated, and planning for coming year contacts will be determined.

Responsibility: Executive Director
Date: Annually beginning January 2028
Cost: 0

Tactic C: Prioritize the initiatives on a “Must have”, “Nice to have”, “Not currently needed” scale as a step to allow informed discernment about continuing, dropping, or adding initiatives.

Responsibility: Deanna Beckner
Date: Annually beginning January 2028
Cost: 0

Strategy Three: Gather feedback and input from stakeholders and stakeholder groups.

Tactic A: Consider making 2028 a “Year of Connection” with stakeholders and groups prioritizing efforts to get feedback and opinions.

Responsibility: Executive Director
Date: December 2028
Cost: $2,000

Tactic B: Continually evaluate the process for gathering feedback to determine effectiveness and other methods.

Responsibility: Executive Director
Date: Annually beginning August 2027
Cost: 0

Tactic C: Develop, circulate, and aggregate customized surveys/questionnaires to all stakeholders and groups. Consider both hard copy and digital versions. Offer incentives for survey completion.

Responsibility: Executive Director
Date: December 2028
Cost: $2,500

Tactic D: Develop a process where stakeholder groups have time with the Executive Director. Time could include short meetings with whole groups, group leaders, parents, school staff, and others onsite. These could include simple refreshments and a structured time for the director to share about camp, to thank them for coming, and to ask for their feedback/input on their thoughts about how camp could serve them better. Arrangements could be made with other stakeholder groups to meet offsite at their request.

Responsibility: Executive Director
Date: Annually beginning May 2026
Cost: $500

Appendix 1
Task Team 1 Notes
Strategic Plan Task Team 1
March 17, 2026

Attending: Vanessa Bohannon, Kim Gray, Megan Spice-Freed, Gene Hollenberg

The meeting started with some brief introductions. The agenda for the meeting was previewed and the team began brainstorming.

Q1. When you think of Camp Mack, what comes to mind?

- Living Cross
- Sanctuary
- Spiritual connection
- Driving under the arch
- Green (green space)
- Nature
- Renewal
- Growth
- Personal load removed
- Coming home
- Artesian well (spring)
- Gazebo
- Boating path
- Schultz Chapel
- Rocks
- Arky Parky
- Stained glass
- Campfire
- Vespers
- Swimming/boating
- Zipline (step of faith)
- Sound of slamming doors/shutters
- Sound of rain on the roof
- Breeze coming off the lake
- Laying in the grass looking at the stars
- Sound and feel of gravel underfoot
- Chairs scraping on the floor
- Feeling of accomplishment (passing the swim test)
- Christian community
- Sunken Barge
- Rock Island
- Archery
- Cinnamon Toast
- Popcorn

- Ice cream churning
- Crafts (candle dipping, pictures made from natural objects)

Q2. What do you think people want and need that Camp Mack is uniquely able to provide?

- Community
- Partnership with Manchester University
- Connection
- Addressing loneliness
- Disconnect from devices/stress
- Natural connection with the lake
- Open to all groups
- Offer safe food for special diets
- Church of the Brethren DNA
    - Peacefulness
    - Faithfulness of people serving
    - Holy Hospitality
- Availability year-round
- Flexible secular space
- Safety for kids and adults (physical, emotional, spiritual)
- Family opportunities (family-oriented spaces)
- Variety of buildings and sleeping spaces
- Team building
- Leadership training

After discussion of the model presented in the Storybrand Marketing Report, it was determined that Task Team 1 would basically focus on the *Curiosity* portion of the report, involving steps 1, 2, and 3. With that in mind, we attempted to brainstorm question 3.

Q3. What thoughts did you have when you reviewed the marketing report from WFRN?

The team struggled with this question. Two thoughts were brought forward:

- Inviting customers into a story – "What imagery can we use effectively to start that story?"
- We need to work on commitment to doing the work of getting sales.

It was determined that our next meeting would start with revisiting this question after team members have had time to review the report more thoroughly.

The next meeting was set for March 30, 2026 at 7:00 PM via Zoom. The agenda will be:

1. Review the marketing report
2. Evaluate and prioritize brainstorming lists
3. Begin identifying strategies and tactics for reaching goal #1 of the strategic plan.

The meeting was closed in prayer.

Next meeting: March 30 – 7:00 PM, Zoom

Strategic Plan Task Team 1
March 30, 2026

Attending: Vanessa Bohannon, Kim Gray, Janet Shoue, Megan Spice-Freed, Gene Hollenberg

The meeting started with some conversation around the Storyboard Marketing Report. Specifically, we looked at pp. 6-7, 17-25, and 36-38. The key takeaways were:

- Clarify the message
- Create style guide and marketing playbook
- Message needs to be repeatable
- Tell a compelling story
- The aim should be strengthening customer commitment
- Share stories with impact
- Build trust

Next we looked at the brainstorming from question 2 at our March 17 meeting. We categorized the ideas into four separate themes:

1. **Community – belonging, intentional**
    a. Partnerships (partner camps, Manchester U., long-term retreat partners)
    b. Making personal connections
    c. Addressing loneliness and isolation
2. **Connections**
    a. Spiritual
    b. Natural, environmental
    c. Interpersonal
    d. Group
    e. Disconnect from devices, outside distractions
    f. Church of the Brethren DNA
        i. Peacefulness
        ii. Faithfulness of people serving
3. **Hospitality**
    a. Open to all groups
    b. Safe food, accommodate special diets
    c. Year-round availability
    d. Flexible secular space
    e. Safety for kids and adults (physical, emotional, spiritual)
    f. Family opportunities (family-oriented spaces)
    g. Variety of buildings and sleeping spaces
4. **Development**
    a. Team building
    b. Leadership training

We prioritized the experiences from question 1 brainstorming at the March 17 meeting. The number indicates the number of committee members who prioritized it as an answer to the issues stated above.

- Living Cross – 0
- Sanctuary - 3
- Spiritual connection - 4
- Driving under the arch - 1
- Green (green space) - 2
- Nature - 5
- Renewal - 2
- Growth - 4
- Personal load removed - 1
- Coming home - 2
- Artesian well (spring) - 0
- Gazebo - 0
- Boating path - 1
- Schultz Chapel - 0
- Rocks - 0
- Arky Parky - 0
- Stained glass - 0
- Campfire -5
- Vespers - 3
- Swimming/boating - 0
- Zipline (step of faith)/Climbing tower - 1
- Sound of slamming doors/shutters -0
- Sound of rain on the roof - 1
- Breeze coming off the lake - 2
- Laying in the grass looking at the stars -2
- Sound and feel of gravel underfoot -0
- Chairs scraping on the floor -0
- Feeling of accomplishment (passing the swim test) - 4
- Christian community - 3
- Sunken Barge - 0
- Rock Island - 0
- Archery – 0
- Ice cream churning - 0
- Cinnamon Toast – 3
- Popcorn - 2
- Crafts – 1

For the next meeting, we will begin to look at specific strategies and tactics for achieving goal #1.

Create a marketing plan that clearly defines brand identity for Camp Alexander Mack and suggests programs and products that address identified market needs for a variety of constituencies.

The strategies and tactics will probably center around how the camp should:

1. Define brand identity
2. Establish programs and products that address the themes stated in #1 above.

Our next meeting is April 16 at 7:00 PM via Zoom.

Notes from April 16 Task Team Meeting

Present: Vanessa Bohannon, Kim Gray, Megan Spice-Frede, Gene Hollenberg, Janet Shoue

The committee discussed several items as they formed the strategies and tactics to achieve Strategic Plan Goal 1.

The comments are listed according to the category discussed. Some of the ideas may appear in other strategies in the draft. These notes are recorded for inclusion in the final plan, so the thinking behind these strategies and tactics are not lost.

Playbook components:

Style guide, marketing audit, plan for measuring and improving results, guidelines for using themes and copy for communications and marketing, analyzed regularly (2 years? 5 years? etc.)

Style guide components:

Color palette of 3-6 colors with specific number codes, typography that includes fonts with sizing and spacing standards and guidelines, other branding rules and guidelines the style team finds to be useful (these include, but are not limited to, logo, bylines, and images)

General Discussion

- Personal development should include leadership development and team-building. Achievements, such as passing the swim test, could be part of this element. We recommend leaning into this area more.
- Emphasize community and connections. Then hospitality and development
- Prioritize capturing compelling stories - This will be the best marketing we can do
- Our brand should emphasize: spiritual connection, growth, feeling of accomplishment. nature, campfire
- Reimagine the brochure as a document that focuses on the issues that programs and services can resolve or answer
- Create a Live FAQ on website that could be interactive and responds to questions within a day
- Use storytelling strategically to address parent and camper concerns

- How can the Board be more involved? One way would be including Board members on teams

Brand Identity

- Create a style guide
    - Create a style team of 3-5 people (staff, constituents, design minds) to create a style guide
    - Style team meets 3-4 times to document current style guidelines and modify as necessary to build more comprehensive guidelines
    - Proposed style guide would be presented to staff for feedback, modifications, and final approval
    - Style guide should be reflected on the website
- If funds are available, professional assistance in developing the style guide should be seriously considered.
- Professional assistance may also be helpful in developing the playbook; however, it may not be necessary, depending on the staff and volunteers available.
- In developing a playbook and style guide, it will be important to assemble a team for each of these. A diverse group should be assembled for each team, perhaps with duplication from some staff.

Identify Market Needs (Problems solved)

- Use marketing team to develop data points for review.
- Determine the data already available
- Focus groups - what do they need?
- Feedback - capture stories at the end of each camper week (both partner and program camps)
- Evaluate what we already do.

Programs and Products

- Create a quick response team to respond to issues as they arise. This could include world or national events, a trend such as parents not wanting to have their children spend the night away from home, or an issue that the camp perceives is important to address quickly
- We need to get good at and consistent about telling and repeating compelling stories
- Use hashtags and key words in social media posts to increase search potential
- Show diverse, inclusive constituents so people see themselves interacting with Camp Mack
- Support partner group marketing efforts

Appendix 2
Task Team 2 Notes

Goal Two: New Market Development

Draft Framework for Committee Continuation

Goal Statement

Identify new markets for current Camp Alexander Mack programs and services to increase the customer base for the purpose of expanded and stable revenue.

Vision for Achievement

When this goal is achieved, Camp Mack will have a diversified revenue base that is less dependent on summer church camp registrations. New customer segments will be actively using Camp Mack facilities and programs year-round, with measurable growth in non-church revenue streams. Camp Mack will be widely known in its region not only as a church camp but as a premier outdoor education, retreat, and event destination for a broad range of groups.

Key Findings from Research Phase

The task team's Q&A process and site research identified several important factors shaping strategy development:

- Camp Mack has significant underutilized capacity, especially in off-peak/cool seasons (capacity of 214 beds fall through spring vs. 370+ in summer).
- Existing strengths include exceptional hospitality, dietary flexibility, a unique lakefront natural setting, and a robust outdoor education program.
- New market growth has largely been passive (word of mouth, inbound inquiries) with very limited proactive sales or outreach.
- Frequently requested but unavailable: a dedicated indoor gym/recreation space — this is a consistent barrier for year-round group bookings.
- Indiana ranks near the bottom nationally in outdoor education support, but Camp Mack is already ahead of the curve with school programs in Warsaw, Wawasee, Northwood, and Bethany Christian.
- ACA research indicates the most successful marketing for camps is word-of-mouth/referrals, followed by social media and alumni — all channels Camp Mack can activate more intentionally.
- Young adult programming remains underdeveloped; a recent alumni-led young adult retreat represents a potential foundation.

Strategy One: Develop a Proactive Group Sales & Outreach Program

- Identify and prioritize 3–5 new target market segments (e.g., corporate team-building, homeschool co-ops, mental health/wellness retreats, sports teams) and develop a tailored outreach package for each.
- Hire or designate a part-time Group Sales Coordinator responsible for outbound prospecting, follow-up, and relationship building with non-church groups.
- Create a Group Rentals information kit (digital and print) including venue capacities, program options, pricing, and testimonials from existing non-church clients.
- Attend 2–3 regional association or trade events (e.g., Indiana Association of School Principals, Indiana HR/business networks) to promote Camp Mack as a retreat destination.

Strategy Two: Expand Outdoor Education Revenue Through School & Institutional Partnerships

- Develop a formal multi-school outdoor education partnership proposal modeled after Michigan/Ohio programs, targeting at least 2 new district relationships by end of 2026.
- Create an 'Outdoor Ed Ambassador' program, recruiting current school contacts (Warsaw, Wawasee, Northwood) to refer new school partners through formal incentive or recognition.
- Develop a 'Classroom to Camp' pilot in-school program offering 1–2 site visits to schools as a low-barrier introduction to Camp Mack's full outdoor education offerings.
- Explore ACA Character Grant funding (Spring 2026 cycle) to expand programming infrastructure and build credibility with new institutional partners.

Strategy Three: Build Year-Round Revenue by Activating Off-Season Capacity

- Develop a 'Winter Retreat Package' targeted at churches, corporations, and nonprofits, featuring specific programming and pricing for groups of 20–80 in off-peak months (Oct–March).
- Create a 'Mental Health & Wellness Retreat' offering in partnership with counseling organizations, therapists, business coaches, authors or nonprofit groups, leveraging Camp Mack's natural setting and 'thin place' appeal.
- Explore feasibility of a multi-purpose indoor recreation/meeting space to address the single most frequently cited barrier to year-round bookings; present findings to Board.

Strategy Four: Formalize and Amplify Word-of-Mouth and Digital Referral Channels

- Launch a structured alumni and past-guest referral program with a simple incentive (e.g., discounted future booking) for groups who refer new organizations to Camp Mack.

- Develop a consistent social media strategy featuring testimonials, venue highlights, and program stories, targeting both faith-based and general audiences on Facebook and Instagram.
- Develop an online ad campaign strategy to drive discovery by groups searching for retreat and outdoor ed options in Indiana. There may be possibilities for funding through programs like Google for Nonprofits Ad Grant (up to $10,000/month in free search ads)

Appendix 3
Task Team 3 Notes

Overview of Strategic Plan Task 3 process:

Task 3 strategic goal: Increase the quantity and quality of contacts with all stakeholder groups, measuring impact through specific metrics, for the purpose of improving relationships with customers, donors, and staff.
Task 3 Team members: Kevin Ramer, Deanna Beckner, Megan Spice, Colin Rusel

***Meeting Overview*:** The team decided to meet by Zoom. Initially the plan was to meet 4 times between Sept 1st and Oct 18th. Due to scheduling challenges the group ended up only meeting 3 times: 9/12, 9/23, and 10/12. Each meeting was scheduled for 2 hrs with a commitment not to exceed that time allotment. Below is a high level summary of the 3 meetings laying out both high level progression through Task 3 planning as well as individual meeting agenda.

NOTES:

1.Please reference the *Strategic Planning_Camp Mack SP_Task 3_Meetings_Sept-Oct 2025* Google Sheets document in conjunction with reviewing this summary. There is a tab for each meeting documenting the work of the team on that date.

2. While we have suggested Strategies and Tactics, we have not assigned specific people to the strategies nor have we included a cost for them. Our team felt that the work of our task will frequently need to be shared across different areas and that the most effective way to determine who takes on which task is for the ED to work with the Leadership team directly.

Meeting 1:

- Intros and orientation (a time to get to know each other a little as well as a quick review of important details/information for our work together)
- Review Task and Objective and Intro to the process we will follow

Capture Current State: (What have we done in the past? What are we doing now?)

- Complete an exercise together to understand and reflect on what is happening currently with stakeholder contacts at camp and to help identify some core issues we think need to be addressed.
- Reflect on several other questions:
  - Are there best practices that camp associations follow or publish about how many stakeholder contacts successful camps complete annually and what the best process is for contacting stakeholders?
  - How do other camps of similar size contact their stakeholders?

Meeting 2:

Create a Vision: spend some time brainstorming together on what we envision an effective and successful process for contacting stakeholder groups would look like. This will then allow us to compare our vision to the current state and hopefully will provide some helpful context as we work to determine strategies and actions that would help the camp move from the current state to the envisioned state.

- Who (individuals, groups, etc) should we contact?
- Who should contact them (camp staff, camp director, camp board member)?
- How should we contact them (in person, phone call, zoom, text, email, survey, etc.)

- How often (and when) should we contact them (e.g. 2 times a year? 4 times a year? On their birthday? In the last couple months of the year? etc.)
- How do we make meaningful contact with stakeholders when they are at camp - both campers and any stakeholders that are at camp to drop off or pick up campers but not staying at camp themselves?
- What content should we be sharing when stakeholders are contacted?
- How do we keep records and track the contacts that have been made?
- What tools, processes, or programs would help?
- Other?

Meeting 3:
Close the Gap - what strategies and actions would move camp from where it is currently with stakeholder contacts to where we want it to be in the future

- What would need to be developed, put in place, and implemented on an ongoing basis to improve on the current stakeholder contacts at camp?
- Given the resources (available time, number of staff and board members, tools and technology to use in the process, etc.) what are some metrics we can suggest that would allow the camp to more effectively track, review, and analyze progress and activity in stakeholder contacts.

Choose and Decide -

- Prioritize and choose the strategies (no more than 5) we believe would have the biggest positive impact on Task 3 and build out the high level Tactics (steps) needed to achieve them.
- If applicable, include who would be responsible for the tactics (an owner), an expected completion date for the tactics (due date), and an estimated cost (if we can determine it) to complete the tactic (spend).

High-level Insights:

In the process of working through Task 3 our team learned a lot about Camp Mack Share Holder Groups (SHGs). Among all the learnings, a few things stood out:

1. While our strategic initiative is to improve the quality and quantity of contacts with stakeholders, Camp already has significant SHG activity to build from:
    a. Camp has a wide and diverse group of SHGs that it is currently engaged with. This is wonderful and provides ample opportunity to invest in deepening relationships with many SHGs.
    b. Camp has developed a large number of events, activities, and actions to foster engagement with SHGs. This too is wonderful and provides numerous avenues to connect with SHGs and extend an invitation to stay connected, or reconnect, to camp.
2. While significant time, effort, and engagement goes into SHG contacts in a variety of ways Camp is missing a centralized process to track SHG contacts and to proactively plan which groups will be contacted when, and what content will be shared with them when contacted.
3. There is interest in connecting with new SHGs and/or reengaging with SHGs that have been “dormant” for a while. There is also some uncertainty on how to manage new SHGs alongside existing ones given the time and effort required and the current staffing resources.

Strategy one: Centralize and Evaluate Current Stakeholder Groups (SHGs)

Summary: Camp has a sizable list of SHGs, which is great. Information and details about these SHGs is not systematically organized across all areas at camp. We recommend taking the time to create a centralized system to consolidate information about SHGs including contact information, contact name,

number of years of involvement (if known) as well as any details/information about the individual/group that is key/critical to building relationships with them.

Tactic A: Create a list of all SHG and prioritize the importance of contact (do we contact all groups equality, or do we prioritize some SHGs more than others?). Consider the cost (time, effort, money) required to stay connected to each SHG as well as the benefit/return (relationship, time/volunteering, visits to camp, monetary support, referrals to others, etc) camp gets from each SHG.

Tactic B: Determine desired # and timing of contacts per SHG (How often will we contact each SHG and when: 2x a year, 4x a year; annually, quarterly, monthly etc.) as well as preferred method of contact (phone, email, text, mailing, in person, social media, etc.)

Tactic C: Create an annual plan/calendar for who (ED, Staff, volunteers, Board Members etc) will contact which SHGs, when (date or date range) it will be done, and what method of contact will be used.

Tactic D: Set yearly SHG planning week during which previous yr contact efforts will be evaluated and planning for coming year contacts will be determined.

Tactic E: Evaluate and choose tool/software to manage and track SHG contact (Excel doc, Ultracamp, Bloomerang [existing software for donors and internal events], other)

Strategy Two: Evaluate current SHG *initiatives*

Summary: Camp engages in numerous activities to connect with shareholders (SH) and SHGs. This is overall very positive. That said, the recommendation is to spend some time evaluating these many activities to more intentionally decide where camp resources and staff should focus. Additionally, we expect this will help discern whether it is time to pause or stop any of the current activities (or replace them with something else).

Tactic A: Create master list of SHG events/actions throughout the year (on camp events, off site events, newsletters, bday card mailings, social media posts, church visit, fair stall, etc.)

Tactic B: Prioritize the initiatives on a “Must have”, “Nice to have”, “Not currently needed” scale as a step to allow informed discernment about continuing, dropping, or adding initiatives.

Strategy Three: Develop metrics to meaningfully measure relational investment with SHGs

Summary: While camp currently has a wide number of touch points and activities with SH/SHGs, camp doesn’t have defined metrics that are being tracked to help provide clarity on the overall activity of SH/SHG contacts as well as the effort required to complete the contacts. The recommendation is to consider adopting the following metrics.

Tactic A: Track the number of contacts made annually to new and existing SH/SHGs

Tactic B: Track the amount of time spent on SH/SHG connections (and by which staff; ED, Dir of Advancement, Guest Service Coor, Program Dir, Outdoor Ed Dir, Facility Dir, Board members, etc)

Tactic C: Track the addition or subtraction of SHGs (new SHGs added, existing SHGs paused or removed)

Tactic D: Track the number of visits to camp (or camp events) made annually by SH/SHGs

Strategy 4: Plan an annual Camp Mack "renewal" retreat for regular staff

Summary: In addition to having a solid strategy, a clear process to put it in action, and metrics to understand the impacts of our actions, the work of connecting with SH/SHGs takes time and energy from staff. Caring for these staff allows them in turn to be better prepared to care for the SH/SHGs. There is no question that the camp values and supports their staff. It was voiced in our meetings that staff retreats are one way camp does this and that the retreats are appreciated and valued. Our recommendation is to build on these retreats as a way to continue to support and nurture staff.

Tactic A: Hold an annual offsite retreat for regular staff

- A two day, one night retreat
- Offsite - not being at camp both provides a refreshing break from normal surroundings, as well as removes staff from being pulled into daily operations at camp during this retreat time.
- Suggested content:
    - Expression of appreciation for the work and effort of the staff
    - Time to relax and refresh (some guided exercises together, some free time for staff)
    - A high level overview session: A look ahead at what is coming in the year ahead
    - Maybe include a meal or activity where spouses/families are invited to join
    - Other (inquire from staff what they would find meaningful as part of this type event)

Strategy Five: Gather feedback and input from SH/SHGs

Summary: In addition to initiating points of contact with SH/SHGs camp works to get feedback/input from guests on their experiences at camp and what they enjoy as well as any challenges they experienced. The recommendation is to evaluate current efforts and consider new or different avenues to try as needed.

Tactic A: Look ahead and consider making 2027 or 2028 a "Year of Connection" with SH/SHGs where efforts to get feedback and opinions is prioritized.

Tactic B: Continue to evaluate the current process for gathering feedback and determine the effectiveness and whether other avenues need to be considered.

Tactic C: Develop, circulate, and aggregate a survey/questionnaire to all SH/SHGs (may need different versions for different groups: programs, guest group, outdoor ed, congregations, etc) Consider both hardcopy and digital (eg. Survey Monkey, HoneyBook, etc) versions. Consider offering an incentive (swag, discount to camp, gift card, donation on their behalf to specific cause, etc.) for survey completion.

Tactic D: Develop a process where SH/SHGs that come onsite have time with the Ex Dir. This could take many forms. One could be a 20-30 minute meeting with SH/SHGs (contacts people, whole groups, parents dropping off kids, teachers onsite with outdoor ed groups, etc) with maybe some simple refreshments and a structured time to share about camp, to thank them for coming, and to ask for their feedback/input on what they'd like to see from camp.

Final Thoughts

In addition to the Strategies and Tactics above that are offered as recommendations going forward, a handful of other actions were also discussed as having possible benefit to Camp. While the team did not prioritize these actions or build out tactics for them, we also did not want to lose them. To that end, below are the additional actions considered by the team. I would be happy to discuss these further to provide more context

and/or in the event if the decision is made to adopt any of them as additional strategies for this cycle of strategic planning.

1. Create and prioritize a list of new SHGs to focus on (volunteer group, retirement community groups, groups from other denominations, etc).
2. Establish “talking points” and training for staff on how to present them for different SHG demographics. These points might include: appreciation for the relationship, key CM impacts, invitation to stay involved, upcoming events, social and environmental impacts CM is involved with, etc.
3. Create a pipeline to invite shareholders or SHGs to consider becoming donors and/or volunteers.
4. Consider establishing a process to define how to propose, evaluate, and add a new SHG and whether it will be an add or a replacement of an existing SHG.
5. Consolidate actions that have been taken or will be taken to attract new SHGs to camp and find a tool/process to evaluate their effectiveness.