VEC Training Series

2021 Priorities & Strategic Plan

The end of our time together, we will have...

Gained an understanding of ACA's short-term focus on
the critical needs of camps

Learned about the process of revising ACA's Actionable Strategies
and the content of the newly revised Actionable Strategies
based on the impact the pandemic has had on the field of
camp and asked questions for clarity and understanding

Given input into the process and timing for LCOL
and Affiliate feedback on specific
Actionable Strategies

Outcomes

Leading Voice for Youth Education and Development

Advocate for children and youth by establishing camp as a vital and enriching developmental and educational experience.

Expanding Reach, Relevance and Equitable Access

Advance the reach and relevance of camp by expanding equitable access to camp and growing the camp community through diversity and inclusion

Championing Quality

Drive high-quality camp experiences through evidence-informed best practices, industry-leading evaluation tools and exceptional professional development.

Accelerating Organizational Growth and Sustainability

Ensure the ability of ACA to grow and achieve its mission by improving organizational strength, capacity and alignment.

First Actionable Strategies – 2020

Leading Voice for Youth Education and Development

Brand Awareness
- **Camp as Essential**
- **Role of ACA**
- Promote Research Findings
- Proactive Media Coverage

Government Relations
- **Proactive Plan**
- State and Local Resources
- Decision-making Tools

Expanding Reach, Relevance and Equitable Access

Diversity, Equity and Inclusion
- **Map overall plan**
- **Culture of Inclusion**
- Equipping Members
- Increasing Access
- New Funding sources

Partnerships
- Action Plan
- Targeted Communities
- International Strategy

Championing Quality

Professional Development
- **Quality Events**
- Improve Staff Recruitment
- Thought Leadership

Accreditation
- Accreditation via Membership
- **Non-traditional Markets**
- Top Technology
- Assessing Quality

Strategic Research
- Actionable Data
- Lifelong Learning
- **Evidence Based Learning**
- Research Institute

Accelerating Organizational Growth and Sustainability

Operational Effectiveness
- Review Organizational Design
- One ACA
- **Improve Workflow**
- Measure Performance

Financial Strength
- **Revenue Growth**
- **Fundraising Strategy**
- New Revenue Sources

Volunteer Growth
- **Engagement Strategy**
- Equip Volunteers
- Recognize & Reward
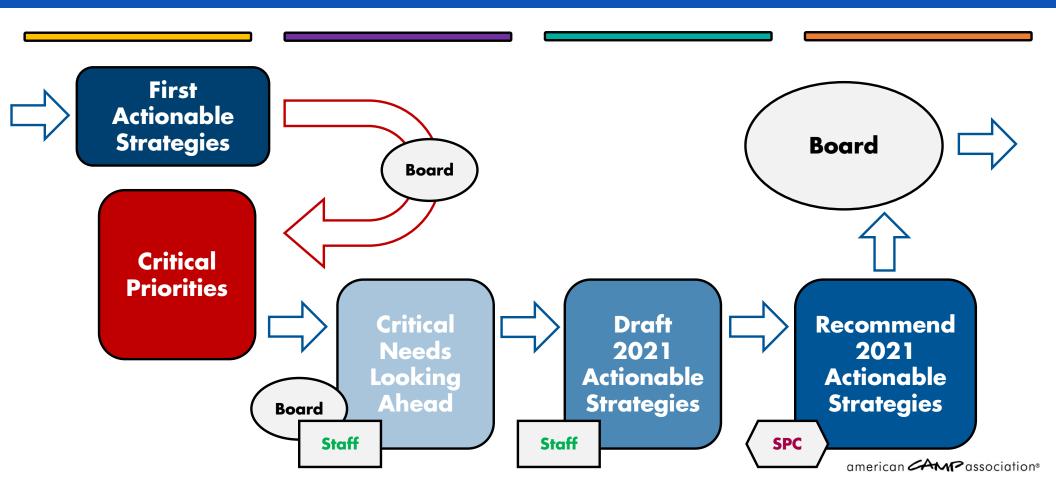- Assess Satisfaction

First Priorities

Short-Term Focus: March – July, 2020

- **Plan and prepare for camp in 2020**

- **Plan and prepare for virtual camp in 2020**

- **Position camp and ACA to emerge stronger in 2021**

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Strategic
Realignment
2021

Revising our Actionable Strategies

Short-term 2021 Critical Focus

Position ACA as Thought Leader in Youth Development

- Harvest summer learnings
- Update the Field Guide
- Provide forward-looking resources
- Keeps camps connected to ACA

Provide Essential Resources for Camps

- Secure financial relief for camps
- Roll out updated online learning system
- Adapt professional development
- Provide critical business and financial support

Champion Diversity, Equity and Inclusion

- Finalize implementation plan
- Establish volunteer and staff structure
- Provide education and resources to address immediate needs

Advance Funds Development

- Early focus on grant funding
- Establish new business development framework
- Leverage new systems to benefit camps
- Build out robust annual campaign process

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First Actionable Strategies - 2020

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- Accreditation via Membership
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- **Engagement Strategy**
- Equip Volunteers
- Recognize & Reward
- Assess Satisfaction

First Priorities

First Actionable Strategies - 2020

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Government Relations
- **Proactive Plan**

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Diversity, Equity and Inclusion
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- **Culture of Inclusion**

Partnerships

Championing Quality

Professional Development
- **Quality Events**

Accreditation
- **Non-traditional Markets**

Strategic Research
- **Evidence Based Learning**

Accelerating Organizational Growth and Sustainability

Operational Effectiveness
- **Improve Workflow**

Financial Strength
- **Revenue Growth**
- **Fundraising Strategy**

Volunteer Growth
- **Engagement Strategy**

First Priorities

Priorities to be Delayed

Leading Voice for Youth Education and Development

Brand Awareness
- Camp as Essential
- Role of ACA

Government Relations
- Proactive Plan

Expanding Reach, Relevance and Equitable Access

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- Map overall plan
- Culture of Inclusion

Partnerships

Championing Quality

Professional Development
- Quality Events

Accreditation
- Non-traditional Markets

Strategic Research
- Evidence Based Learning

Accelerating Organizational Growth and Sustainability

Operational Effectiveness
- Improve Workflow

Financial Strength
- Revenue Growth
- Fundraising Strategy

Volunteer Growth
- Engagement Strategy

First Priorities	Delay

Actionable Strategies

Leading Voice for Youth Education and Development

Brand Awareness
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Government Relations

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Partnerships

Championing Quality

Professional Development

Accreditation

Strategic Research
- Evidence Based Learning

Accelerating Organizational Growth and Sustainability

Operational Effectiveness
- Improve Workflow

Financial Strength
- Fundraising Strategy

Volunteer Growth
- Engagement Strategy

2021 Priorities

Priorities to be Accelerated

Leading Voice for Youth Education and Development

Brand Awareness
- Camp as Essential
- Role of ACA

Government Relations
- Federal Relief Effort

Expanding Reach, Relevance and Equitable Access

Diversity, Equity and Inclusion
- Map overall plan
- Culture of Inclusion
- New Funding Sources

Partnerships

Championing Quality

Professional Development
- Online Learning Enhancements

Accreditation

Strategic Research
- Evidence Based Learning

Accelerating Organizational Growth and Sustainability

Operational Effectiveness
- Review Organizational Design
- Improve Workflow

Financial Strength
- Fundraising Strategy
- Maximize Member Value

Volunteer Growth
- Engagement Strategy

| 2021 Priorities | Added |

Actionable Strategies - 2021

Leading Voice for Youth Education and Development

Brand Awareness
- Camp as Essential
- Role of ACA

Government Relations
- Federal Relief Effort

Expanding Reach, Relevance and Equitable Access

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Championing Quality

Professional Development
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Accreditation

Strategic Research
- Evidence Based Learning

Accelerating Organizational Growth and Sustainability

Operational Effectiveness
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Financial Strength
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- Maximize Member Value

Volunteer Growth
- Engagement Strategy

2021 Priorities

Additional Funding Needs Identified

Leading Voice for Youth Education and Development

Brand Awareness
- Camp as Essential
- Role of ACA
- Proactive Media Coverage

Government Relations
- Federal Relief Effort

Expanding Reach, Relevance and Equitable Access

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Championing Quality

Professional Development
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Accreditation

Strategic Research
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Accelerating Organizational Growth and Sustainability

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Financial Strength
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- Maximize Member Value

Volunteer Growth
- Engagement Strategy

| 2021 Priorities | Need Funding |

Achieving Understanding and Clarity

Questions

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LCOL & Affiliate Engagement

Planning for LCOL & Affiliate Engagement
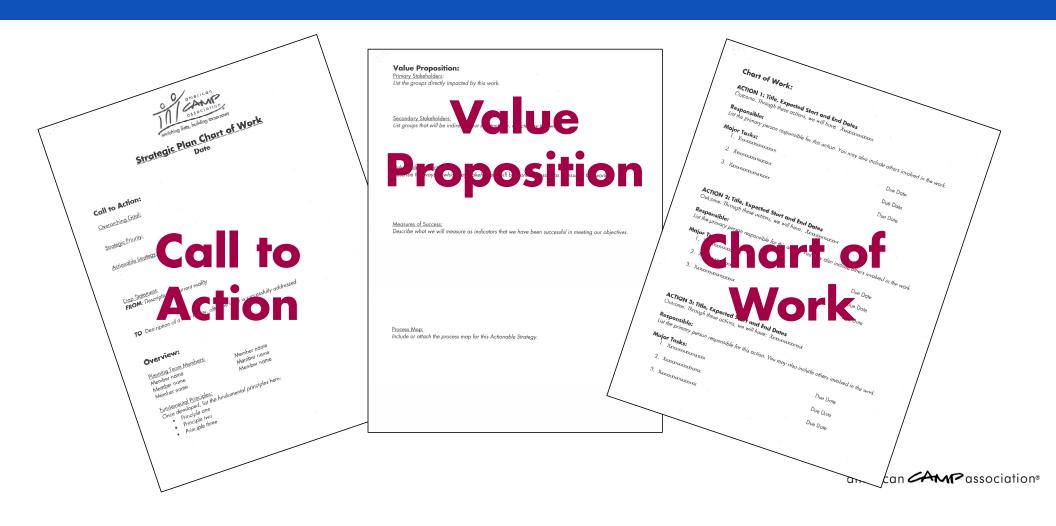
SP Planning and Implementation Process

- ACA Staff teams developed individual Charts of Work

- Implementation is concurrent with a continuous planning process

- Working groups and task forces will be developed to support individual actions within the Charts of Work

- Working towards alignment of LCOL and Affiliate planning to the Strategic Plan

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Charts of Work

Strategic Plan Chart of Work
Date

Call to Action:

Overarching Goal:

Strategic Priority:

Actionable Strategy:

Gap Statement:
FROM: Description of current reality
TO: Description of a new reality after the strategy is successfully addressed

Overview:

Planning Team Members:
Member name
Member name
Member name
Member name
Member name
Member name

Fundamental Principles:
Once developed, list the fundamental principles here:
- Principle one
- Principle two
- Principle three

Call to Action

Value Proposition:

Primary Stakeholders:
List the groups directly impacted by this work.

Secondary Stakeholders:
List groups that will be indirectly impacted by this work.

Describe the ways in which stakeholders will benefit or be positively impacted as a result of this work.

Measures of Success:
Describe what we will measure as indicators that we have been successful in meeting our objectives.

Process Map:
Include or attach the process map for this Actionable Strategy.

Value Proposition

Chart of Work:

ACTION 1: Title, Expected Start and End Dates
Outcome: Through these actions, we will have: Xxxxxxxxxxxxx
Responsible:
List the primary person responsible for this action. You may also include others involved in the work.

Major Tasks:
1. Xxxxxxxxxxxxxxxx
2. Xxxxxxxxxxxxxxxx
3. Xxxxxxxxxxxxxxxx

Due Date
Due Date
Due Date

ACTION 2: Title, Expected Start and End Dates
Outcome: Through these actions, we will have: Xxxxxxxxxxxxx
Responsible:
List the primary person responsible for this action. You may also include others involved in the work.

Major Tasks:
1. Xxxxxxxxxxxxxxxx
2. Xxxxxxxxxxxxxxxx
3. Xxxxxxxxxxxxxxxx

Due Date
Due Date

ACTION 3: Title, Expected Start and End Dates
Outcome: Through these actions, we will have: Xxxxxxxxxxxxx
Responsible:
List the primary person responsible for this action. You may also include others involved in the work.

Major Tasks:
1. Xxxxxxxxxxxxxxxx
2. Xxxxxxxxxxxxxxxx
3. Xxxxxxxxxxxxxxxx

Due Date
Due Date
Due Date

Chart of Work

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Specific Actionable Strategies

Volunteer Growth & Engagement

Develop engagement, recruitment, and retention programs that increase the number, diversity, and satisfaction levels of volunteers. Support volunteers with practical training, educational, and digital/web tools to improve their contributions and personal advancement. Work to ensure the volunteer experience is consistent and satisfying across regions.

Diversity, Equity & Inclusion

Map out the overall DEI plan and establish a volunteer and staff structure to sustain this work. Develop educational tools and resources that can be adopted by member camps to support diversity, equity and inclusion practices.

Maximizing Member Value

Focus on highlighting member value and engagement to maximize member retention and revenue. Provide high quality professional development experiences to camp professionals despite the challenging environment, supported by a significantly enhance online learning system and robust support for the ACA Accreditation program.

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Planning for LCOL & Affiliate Engagement

Key Questions for Consideration

- Most effective process for engagement on three Actionable Strategies

- Suggestions for process to engage with other COWs

- Appropriate timing for these engagements considering the continuing challenges in the year ahead

- Other thoughts

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Looking Ahead

- **Local Leaders Social Gathering Two**
  November 13th, 2:00 p.m. – 3:00 p.m. EST

- **VEC Local Leaders Series: Essential Resources for Camp**
  December 3rd, 12:00 p.m. – 1:00 p.m. EST

- Anticipate a check-in call from your VEC liaison prior to the end of the year

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Appendix

Prioritization of Strategies

Critical Priorities
- DEI – mapping overall plan
- DEI – new funding sources
- Research – Quality improvement (LEI, EH&E, Board Research)
- Financial Strength
  - Funds development program
  - Support 2021 accreditation program

Operational Priorities
- Brand Awareness – messaging & storytelling
- DEI – culture of inclusion
- Operational Effectiveness – organizational efficiency
- Volunteer Growth – volunteer recruitment and engagement

Fiscal Priorities
- Professional Development
  - Online learning enhancements
  - National Conference
- Financial Strength – maximizing member value
- Operational Effectiveness - organizational design

Funding Priorities
- Brand Awareness – proactive media
- Government Relations – federal relief
- DEI – equip members
- DEI – staff and volunteer recruitment

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Advance Brand Awareness

Leading Voice for Youth Education and Development

Brand Awareness and Education

Priority Focus

- Advance public understanding of the value of the camp experience, of ACA and of ACA accreditation, ensuring ACA's relevance in a changing society.

- Build actionable strategies to implement a national campaign that is cohesive and works in tandem the five-year research findings to build a go to market strategy wrapped for the research wrapped in a national campaign advocating for camp experiences at accredited camps for every individual in the United States.

Measures of Success

- Media coverage and web traffic

- Market study measuring current understanding of the value of a camp experience and understanding of the role of ACA Accreditation as a market of health, safety and risk management

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Provide Financial Relief

Leading Voice for Youth Education and Development

Government Relations and Advocacy

Priority Focus

- Advocate at the federal level and provide resources for camps to advocate at the state level to assure the necessary financial relief to support camps through the summer of 2021.

Measures of Success

- Our two PPP initiatives get passed to provide financial relief to camps
- Additional mechanisms for providing operating capital to camps are provided
- Toolkit to support camps in advocating for state-level financial relief is published
- J1 Visa program resumes on a timeline that allows for placements in summer 2021

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Advance DEI Plan and Initiatives

Expanding Reach, Relevance and Equitable Access

Diversity, Equity and Inclusion

Priority Focus

- Map out the overall DEI plan and establish a volunteer and staff structure to sustain this work.
- Develop educational tools and resources that can be adopted by member camps to support diversity, equity and inclusion practices.
- Identify new funding sources to accelerate the implementation of our diversity, equity and inclusion initiatives.

Measures of Success

- ACA Board receives NWC's final report and recommendations
- DEI Steering Committee finalizes implementation plan and begins implementation
- ACA continues to provide critical tools and resources to support the advancement of DEI
- Additional funding sources are secured to accelerate implementation of DEI plan

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Focus Partnership Efforts

Expanding Reach, Relevance and Equitable Access

Strategic Partnerships

Priority Focus

- Create a strategic screen to focus resources on partnerships that enhance funding or provide the resources needed to advance current ACA strategic priorities.

Measures of Success

- Strategic screen is adopted and potential partnership with allied organizations is prioritized into the appropriate categories to guide the use of ACA resources

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Optimize Online Learning

Championing Quality

Professional Development

Priority Focus

- Provide high quality professional development experiences to camp professionals despite the challenging environment, supported by a significantly enhance online learning system and robust support for the ACA Accreditation program.

- Plan and deliver a successful national conference in either hybrid or fully virtual format.

Measures of Success

- Meet or exceed revised financial and impact targets for online learning and National Conference
- Meet established targets for participant satisfaction for online learning and National Conference

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Deliver Core Accreditation Program

Championing Quality

Accreditation

Priority Focus

- Successfully deliver our core accreditation program, guiding camps through 2021 visits and implementing a transition to the 2019 APG.

Measures of Success

- Successful delivery of ACA Accreditation program in the summer of 2021
- Plan for transition to 2019 APG in place and targets met in 2021

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Advance Research Initiatives

Championing Quality

Strategic Research Initiatives

Priority Focus

- Provide insight into program practices that camp professionals use to make evidence-based decisions, such as continuing program improvement efforts, staff training, and practices that foster the transfer of skills gained at camp.

Measures of Success

- Successful implementation of three COVID-related studies in fall of 2020, allowing the findings to be appropriately leveraged to maximize ACA's support of camps through the summer of 2021
- Successful implementation of Youth Impact Study in 2021
- Successful implementation of LEI-funded *Building Systems of Program Quality in Camps* in 2021

Improve Efficiency with Plan for Growth

Accelerating Organizational Growth and Sustainability

Operational Effectiveness

Priority Focus

- Review current workflow to identify potential productivity improvements and efficiencies.
- Review current organizational design, staff and volunteer structures, systems, processes, and resources to ensure alignment to mission and strategic priorities.

Measures of Success

- ACA staff, and Affiliate Executives where appropriate, meet established benchmarks related to perceived efficiency of internal operations
- ACA's staff leadership team creates a framework for a five-year organizational plan that accommodates anticipated growth and future needs

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Meet Critical Revenue Targets

Accelerating Organizational Growth and Sustainability

Financial Strength and Vitality

Priority Focus

- Focus on highlighting member value and engagement to maximize member retention and revenue and to support the conversion of newly engaged participants into regularly paying constituents.
- Structure, resource, and implement a fundraising and donor program to expand the universe of financial givers and the amounts contributed, with emphasis on nonmember communities including corporate entities.
- Restructure our business relationship framework and focus on business partnership opportunities that target critical support for our strategic priorities.

Measures of Success

- Membership retention targets hit for 2021
- Meet targets for securing additional grants and new corporate alliance relationships
- New business development framework in place with supporting resources

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Grow Volunteer Engagement

Accelerating Organizational Growth and Sustainability

Volunteer Growth and Engagement

Priority Focus

- Develop engagement, recruitment, and retention programs that increase the number, diversity, and satisfaction levels of volunteers.
- Support volunteers with practical training, educational, and digital/web tools to improve their contributions and personal advancement.
- Work to ensure the volunteer experience is consistent and satisfying across regions.

Measures of Success

- Identify and meet the need for the volunteers required to support the accreditation program in 2021
- Develop an LCOL Dashboard to establish and measure key expectations for field service
- Implement consistent process for measuring volunteer satisfaction across the Association
- Establish a baseline measurement for DEI in our volunteer program

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