



Camp Alexander Mack Strategic Plan 2022-2024

Goal area one: By the end of 2024, Camp Mack will have commissioned or developed a Master Plan to determine facility capacity needs, property stewardship needs, and building renovation needs for a ten-year period

This goal will be achieved through the work of a committee to include representatives from staff, Board, and various constituencies appointed by the Indiana Camp Board to begin work no later than April 2022. The strategies and tactics indicate the work of the Board, the staff, and the committee as they provide and review the data necessary to achieve the goal. The work of the committee is planned to end by April 2024. Additional data may be requested by the committee.

Strategy one: Provide relevant background information for the committee to review in establishing a baseline understanding of current site and facilities.

Strategy two: Develop a list of site and building needs as defined by the committee in order to accommodate ministry and program aspirations for the future.

Strategy three: Determine the financial needs required to meet the ministry and program aspirations over the master plan period and define the capacity to meet those needs.

Strategy four: Create a plan outline for presentation to the Indiana Camp Board. Make a recommendation for the plan to be completed either by the committee or a professional planner.

Goal area two – By the end of 2024, Camp Mack will have a robust outdoor education program targeted to youth and team-building groups generating at least 2,000 engagements per year.

Strategy one: Create an operational plan for outdoor education

Strategy two: Create and implement a robust marketing plan.

Strategy three: Develop an infrastructure that supports the operation of a complete day and overnight outdoor education program.

Goal area three – By the end of 2024, Camp Mack will have established at least six new documented key relationships for the purposes of income generation, donated services, and/or volunteer and staff recruitment.

Strategy one: Implement a process for connecting Camp Mack with a variety of community organizations, businesses, and groups.

Strategy two: Empower Board members to initiate and develop relationships with a variety of organizations on behalf of Camp Mack.

Strategy three: Empower staff to initiate and develop relationships with a variety of organizations on behalf of Camp Mack.

Goal area four: By the end of 2024, Camp Mack will increase total operational revenue by 20% over 2019.

Strategy one: Develop the Challenge Course (high ropes, climbing tower, zipline, low ropes) into a significant income center.

Strategy two: Develop a plan for large events to include evaluation of current events as well as recommendations for future events.

Strategy three: Use existing facilities to expand recreation choices for campers, retreat guests, and the community.

Strategy four: Develop a process that fosters entrepreneurship among the staff and provides opportunities to explore new ideas.

Goal area five: By the end of 2024, Camp Mack will conduct a review of board, volunteer, and staff structures and training, and make recommendations based on that review with attention given to benchmarks of diversity and operational needs.

Strategy one: Review current staffing structure and recommend changes considering efficacy, efficiency, and financial stability.

Strategy two: Assess the effectiveness and methodologies used for staff and volunteer training and explore an expansion of alternate training methodologies.

Strategy three: Develop a plan to institutionalize/standardize new board member orientation and onboarding.

Strategy four: Conduct a review of the board structure and composition to recommend possible changes.

Strategy five: Develop a plan/policies to enhance the diversity among the staff and volunteers.

Strategic Plan Teams

Team 1

- Dave Cox, chair
- Phil Barkey
- Steve Egolf
- Brian Flory
- Galen Jay
- Kevin Ramer

Team 2

- David Doudt, chair
- Ben Barkey
- Michael Casey
- Jessica Kreider
- Ed Pippenger
- Cindy Ritter
- Kristen Werling

Team 3

- Debbie Eisenbise, chair
- Deanna Beckner
- Patricia Gall
- Renea Salyer
- Beth Sollenberger
- Laura VanVoorhis

Team 4

- Rosanna McFadden, chair
- Don Anderson
- Vanessa Bohannon
- Amy Eberly-Baumann
- Allan Kauffman
- Paul Thomas

Team 5

- Aaron Alexander, chair
- Eunice Culp
- Todd Eastis
- Torin Eikler
- Jason Metzinger
- Norm Waggy

Coordinators

- Jim Shively
- Jim Bates
- Gene Hollenberg

Consultant

- Paul Schrock