

*Johnsonburg
Presbyterian
Center
Master Plan 2015*



Johnsonburg Presbyterian
Camp & Conference Center
822 Route 519
Johnsonburg, NJ 07825

Master Plan 2015

Planning Process by:
Run River Enterprises
Tully, NY

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ABOUT STRATEGIC PLANNING

The practice of corporate spiritual discernment provided the framework for this long range planning process. This is a method of seeking the will of God for the ministry and responding in faith. Spiritual discernment includes analysis of information, discussion of ideas, prayer, Bible study, and the recollection in stories of how God has worked through the ministry in the past. It is a group process in which the corporate wisdom is gathered around both challenges and opportunities. This strategic planning project also included some immediate work on marketing and concurrent work on Board development.

Schedule

An initial work session with staff on marketing for summer 2015 was held on **October 15-16, 2014**, with follow-up support in data analysis and via phone and email.

Retreats with the planning team, and Board meetings were held:

- **February 6-7, 2015**
 - Examine the master planning process;
 - Review the foundations of the ministry in mission and Word;
 - Determine critical issues and questions.
- **May 8-9, 2015**
 - Examine the strength of the organizational systems;
 - Review and discuss preliminary concepts;
 - Determine the primary strategies;
 - Map out the overall direction of the plan.
- **September 25-26, 2015**
 - Decide the Final Concepts;
 - Test assumptions and clarify supporting evidence;
 - Consider implementation plans and “next steps.”

A summer site visit was conducted on **July 8-11, 2015**, including summer program observations and meeting with members of the planning team and Board.

On behalf of Johnsonburg Center, the consultants wish to express sincere appreciation for the dedication and hard work of the staff, planning team, and Board. This process cannot be completed without the deep commitment of many persons. It is our prayer and hope that the materials that follow adequately represent the work accomplished and the vision that has been formed.

Among many individuals, there is a deep devotion to, and high regard for, the ministry of Johnsonburg Center. The mission of Johnsonburg plays a vital role in the ministry of God’s people in the world. As the Christian community faces new challenges and responds in faithful discipleship, it can be said that the work of Johnsonburg is truly a ministry through which lives are changed. It includes places where campers and guests experience God’s presence in tranquil, natural surroundings. Programs are offered in which children and youth are invited to grow in accepting challenges. It includes settings in which one can listen and respond to God’s call to leadership and service in the world.

This is a long range plan. Over time, the ministry will face unanticipated forces and will have to respond to challenges that are not currently affecting the ministry. In that sense, this will be a rolling plan that will need to be renewed periodically. Much of the value of a strategic planning process lies in the discussions during the process. It is our hope that this report will serve to continue and guide those conversations into the future.

SUMMARY OF RECOMMENDATIONS

Each section contains several specific recommendations for that area. The recommendations are summarized here.

Mission

- Review the current mission statement to consider updating and revising the language;
- Affirm a vision statement;
- Identify or confirm values.

Program

- It is important to understand “program” as the complete list of events, services, and amenities that help to accomplish the mission of Johnsonburg.
- Define the program outcomes which demonstrate that the mission is being faithfully fulfilled.
- Continue to expand program options, and explore program models in order to effectively accomplish the desired outcomes.
- Identify partnerships with other organizations whose mission and purpose are consistent with Johnsonburg Center.

Marketing

- Be clear about the “why” of Johnsonburg; what is the purpose for the ministry, the value of the experience, and the outcomes produced by the programs.
- Set annual and long range goals which meet Johnsonburg’s fiscal and missional objectives.
- Design and launch a “Re-branding” initiative which represents the full spectrum of the Johnsonburg Center’s program and which strengthens the image of Johnsonburg among a wide variety of supporters and participants.

Resource Development

- Provide adequate “entry points” for new supporters.
- Use metrics to establish goals and track progress for the participation of donors and volunteers.
- Initiate an Alumni Association.
- Lay the foundation for major fundraising efforts, including capital improvement projects and endowed funds.

Governance

- Recognize that becoming a healthy Board is essential to being a strong nonprofit.
- Commit to continued growth as a Board, and as individual Board members.
- Set an annual cycle of meetings that cares for all matters of oversight.

Operations & Administration

- Establish, and improve as necessary, critical data systems including finances, registration, reservations, property management, donor and volunteer management.
- Continue to develop accurate, timely data for management decisions.

- Capture individual guest information.
- Practice effective cost containment, especially with regard to direct costs.
- Create long range financial goals with interim benchmarks to track progress.
- Create a dashboard system of the most critical metrics for both staff management and board oversight.

Site & Facilities

- Develop a long range (15-20 year) schedule of major maintenance projects with dates and anticipated costs.
- Improve the waterfront and the access thereto.
- Continue to improve and upgrade current facilities, such as cabins, bathhouses, and cottages.
- Construct an Environmental Education Center and a Field Station, enhancing the site's ability to witness to the stewardship of Creation.
- Improve safety and comfort by improved signage and the addition of pedestrian walkways.
- Long term, consider construction of an Adult/Family Lodge.

Board and Staff Roles

Additionally, because this project focused on Board Development in addition to the strategic planning, each section contains a summary of the board and staff roles with regard to that area.

MISSION, VISION, VALUES

Recommendations

- Review the current mission statement to consider updating and revising the language;
- Affirm a vision statement;
- Identify or confirm the values of Johnsonburg.

The current mission statement of Johnsonburg Presbyterian Center is:

“To provide a place apart where all people can experience God’s love within a welcoming Christian community.”

This mission statement probably communicates more clearly to folks who are already deeply involved with Johnsonburg, but may not be as meaningful to those whose connection is more distant.

As stories of Johnsonburg were shared and the mission was explored through scripture, several possibilities emerged that suggested that an update to the mission statement would be helpful. The primary elements that emerged from mission discussions were:

- building community, with others and with creation;
- raise up leadership, for church and community;
- foster a deep understanding, of persons, cultures, God and creation.

One proposed draft of a revised mission statement is:

“Johnsonburg offers programs, events and services that create and deepen community, encourage leadership and foster understanding.”

The Board and staff may choose to appoint a small group of persons to craft mission statement options for Johnsonburg as it realizes new expressions of its mission.

Vision

A vision statement is generally an articulation of how an organization sees its mission being fulfilled, often in the future. A vision statement can reflect the priorities of an organization, and the means by which it accomplishes its mission.

Some of the statements in the website under “values” could easily be framed as vision statements. “It is our vision that racism and other attitudes of bias and hatred will be diminished in a Christian community that welcomes all.”

Again: “It is our vision that individuals and groups that participate in programs and events, or receive services will grow in their ability to relate to God in wonder, each other with love and respect, and creation through awe and stewardship.”

Values

Patrick Lencioni identifies four types of organizational values:¹

- Core values are the deeply ingrained principles that guide all of a company's actions; they serve as its cultural cornerstones.
- Aspirational values are those that a company needs to succeed in the future but currently lacks.
- Permission-to-play values simply reflect the minimum behavioral and social standards required of any employee.
- Accidental values arise spontaneously without being cultivated by leadership and take hold over time.

Johnsonburg currently publishes its values in a narrative, shared on its website. The Board and staff should consider which type of values these statements in fact contain. For example:

Core

- Stewardship,
- Generosity,
- Commitment,
- Responsibility for self and others.

Aspirational

- Simplicity,
- Diversity.

Pay to Play

- Safety,
- Integrity,
- Respect.

Accidental

- *Are any of these currently in place at Johnsonburg?*

The Board's role in mission, vision, and values

The role of the Board in mission is paramount. The board has a primary responsibility to insure that the activities, services, events, and culture of the organization fulfill and are consistent with the mission. The Board should:

- regularly review the mission statement to be sure it is stated in a way that is clear and compelling;
- be able to easily share stories and other evidence that represent the ways in which the mission is accomplished;
- insure that all the resources of the organization are in alignment with the mission.

1 <https://hbr.org/2002/07/make-your-values-mean-something>

The Staff's role in mission, vision, and values

The staff's role in mission is to regularly communicate with the Board, constituents, and supporters regarding the mission of Johnsonburg, and the impact of that mission. The staff should:

- constantly refer to the mission in decisions, operations, and judgments.
- administer evaluations and surveys to demonstrate the accomplishment of the mission;
- collect stories and anecdotal evidence of the mission.

PROGRAM

Recommendations

- Understand “program” as the complete list of events, services, and amenities that help to accomplish the mission of Johnsonburg.
- Define the program outcomes that indicate that the mission is being faithfully fulfilled.
- Continue to expand program options, and explore program models to effectively accomplish desired outcomes.
- Identify partnerships with other organizations whose mission and purpose are consistent with Johnsonburg Center.

The most critical strategic aspects of program are those which relate to defining the desired outcomes of program, the processes of evaluation and the means by which new programs are developed.

Program includes all events, services, and features

Program is not simply the events that are sponsored by Johnsonburg, such as summer camp. Program includes specific events, but also includes hosted groups, and services provided, such as a ropes course or campfire program. Amenities that are offered by the site, such as nature trails or prayer spaces, are also part of the program, as they help to accomplish the mission of the organization in the lives of people and groups.

Define Outcomes

The foundation of all program is to identify the outcomes that will realize the mission and goals of Johnsonburg. Outcomes are the changes that occur in the lives of persons and organizations as a result of participating with Johnsonburg.

“Everyone in your organization, from board members to service staff to volunteers, should understand what is going on in your program and what it is intended to achieve.”¹

“Outcome measurement is ‘a systematic way to assess the extent to which a program has achieved its intended results.’² The main questions addressed in outcome measurement are:

- What has changed in the lives of individuals, families, organizations, or the community as a result of this program?
- Has this program made a difference?
- How are the lives of program participants better as a result of the program?”³

The **outcomes** of Johnsonburg programs and services are realized not only through summer camp, but all events, partnerships, the experience of serving on staff, and the quality of hospitality extended to groups. In the planning team discussion, desired outcomes included:

- Participation in meaningful community;

1 <http://strengtheningnonprofits.org/resources/guidebooks/MeasuringOutcomes.pdf>

2 Reisman, Jane and Judith Clegg. *Outcomes for Success!* (Seattle, WA: The Evaluation Forum, 2000), 9.

3 Ibid. cited in <http://strengtheningnonprofits.org/resources/guidebooks/MeasuringOutcomes.pdf>

- Building and deepening relationships;
- Character and values development;
- Deepened respect for self and others;
- Appreciation for diversity;
- An increased sense of social responsibility and proclivity to service;
- The meaningful experience of and exposure to the out-of-doors, and increased care for the earth;
- Individual faith development (also expressed as formation and awakening);
- Participation or leadership in creative, engaging, challenging worship;
- Involvement in quiet, solitude, and silence;
- Study of Scripture;
- Intellectual growth, especially in areas of:
 - Theology,
 - Environmental and Earth Sciences;
- Learning new life skills;
- Involvement in fun, play, and the experience of joy;
- Development of outdoor living skills;
- Involvement of oneself in practical experiences including problem solving or deductive reasoning;
- Growth in leadership capacity and skill;
- Experience in leading devotional experiences;
- Growth in confidence; and
- Discernment of calling/vocation.

This list should be reviewed and refined on a regular basis by the staff and the program committee of the board to insure that it remains relevant and applicable to the mission. It is also useful to identify the “core elements” of program that consistently produce outcomes. Core elements are those activities, practices, and procedures that lead directly to the realization of the goals of the ministry. For example, it may be a goal of summer camp to help persons to come closer to God, to become Christlike servants, or to exercise Christian leadership. The practice of prayer before meals can lead to guests and campers being closer to God. Campers sweeping the cabin floor or the dining hall floor after the meal can introduce servanthood to the community/family. Offering the opportunity for individuals to be in charge of a game or activity can help to teach Christian leadership. A desired outcome of hospitality provided to groups may be the experience of quiet and solitude. Having places on the site which facilitate individuals spending time alone is a core element of hospitality.

Defining outcomes and documenting the accomplishment of those outcomes help to demonstrate the value of Johnsonburg to parents, pastors, donors, and volunteers. Demonstrating the accomplishment of outcomes is an ongoing process that includes regular evaluation of program, feedback from varied sources, and ongoing scrutiny of services.

Developing Program

Once outcomes are clear and well-defined, it will be clear that there are numerous program options that support the accomplishment of those outcomes. Some events and services will remain consistent over

time. Others will run their course and be discontinued. New events and services should be designed and deployed on an ongoing basis. The remains constant; the ways that the mission is accomplished necessarily change as culture and church change, and as Johnsonburg continues to grow.

The following directions in program development were identified as current areas of desirable growth.

Summer Camp

- Continue to explore, and include, various program models and multiple ways of serving children and youth in summer resident camp;
- Expand off-site trip programs;
- Offer mission / service programs.

Other Programs

- Expand youth day, night, and “lock-in” experiences for youth groups;
- Establish a men’s retreat;
- Provide logistical support for trips into NYC;
- Develop additional family opportunities;
- Create events for college-aged and young adults.

Guest Groups

- Continue to deepen the hospitality provided;
- Develop additional services for groups that may make it more possible for groups to utilize Johnsonburg.

Johnsonburg On the Road

- Expand Day Camp;
- Provide Youth events.

Partnerships

Partnerships provide ways to increase the ability of Johnsonburg to reach new groups of persons and accomplish its mission to a greater degree. Partnerships leverage the assets and resources of the constituent organizations involved and extend the reach and impact for all.

Congregational partnerships can be especially fruitful. Congregations often long to serve their communities, but are unable to fully develop a vision for that or muster the resources necessary. Johnsonburg can be a partner that enables congregations to achieve their dream.

Potential partners could include other denominations which may not have camps or retreat centers in the area.

Other organizations with congruent missions may include:

- Synod of the Northeast (PC-USA);
- Princeton Seminary;
- Blair Academy.

The Board's role in program

The role of the Board in program is largely in the area of insuring that the programs and services are aligned with, and effectively accomplishing, the mission of the organization. Defining expected outcomes and measuring the extent to which those outcomes are accomplished is an essential aspect of the work of the board in "safeguarding the mission."

Board members may have insights into improving and strengthening programs, and should be included in formal and informal attempts at evaluating, reviewing and inventing program.

Additionally, the Board is a key resource in identifying and forging partnerships. Board members are frequently connected to other organizations, and can be instrumental in helping to establish new connections.

The Staff's role in program

The role of the staff in program is to insure the excellent execution of all programs, services, and events. The staff is responsible for continuous improvement and increasing the effectiveness of programs and services. Additionally, staff should lead in identifying forms of program and services which may contribute to the mission in new ways.

MARKETING

Recommendations

- Be clear about the “why” of Johnsonburg; what is the purpose for the ministry, the value of the experience, and the outcomes produced by the programs.
- Set annual and long range goals which meet fiscal and missional objectives.
- Design and launch a “Re-branding” initiative which represents the full spectrum of the Johnsonburg Center’s program and which strengthens the image of Johnsonburg among a wide variety of supporters and participants.

A marketing strategy session was held early in the fall of 2014 to effect a turnaround in summer camp participation. Such strategy sessions should be held annually to review patterns of participation and set initiatives for ongoing growth.

Overall, the aim of marketing is not simply to attract more campers, but to create the pattern of participation that meets missional and fiscal goals. Missionally focused marketing goals could include increasing the diversity of those served and increasing service to congregations and Presbyteries. The fiscal goal is adequate growth for a sustainable financial pattern. Financial goals are interpreted into attendance goals.

Summer Camp

Camper marketing should always be based upon and include attention to campers by location (GIS analysis), age, retention, and seniority.

Summer camp data reviewed from the last three years included campers by age and week:

Week	2013	2014	2015	
		20	24	Developmentally Disabled Campers
1	108	69	87	
2	125	63	143	
3	123	83	106	
4	102	131	92	
5	132	131	73	
6	131	125	124	
7	142	118	172	
Total	863	735	821	

(This is a conservative figure given significant increases in Traveling Day Campers. (The numbers of these campers are still being converted into “camper weeks.”)

The goal for 2016 should be set for at least 10% over 2015 or 903 campers. This goal is both challenging and reasonable, and should include clarity regarding what programs will be included in the total and how the number of day campers will be transposed into camper weeks.

Some tasks will help to prepare for increased camper numbers:

- Clean the camper data;
- Utilizing data analysis, set clear goals and benchmarks, and then track progress against benchmarks;
- Continue to improve the retention rate in 2016.

It will help to stay in regular communication with 2015 and past campers leading to their registration for 2016 through such things as:

- Devotionals;
- General supportive notes from summer staff;
- Slides, videos and music from 2015;
- Birthday greetings;
- Using promotional pictures of persons in target groups engaged in adventurous activities;
- Highlighting new activities to be introduced in 2016.

Approaches and ideas for increasing early summer camp registrations include:

- Incentives (gift certificate for store);
- Fall promotions and open registration – (instead of February promotion);
- “Summer Kick Off” council camp;
- “Fourth Fest” large or small group centralized (Attend fireworks and do model rocketry);
- “Rock Your Summer” council camp (Activities with rocks, rock face climbing and “Rock” Scriptures).

Increasing camper retention is central to serving a growing camper population. Carefully tracking and improving that number will provide significant results. Each year, as the number of campers surpasses the previous year’s figure, a special recognition should be planned and progress highlighted with supporters.

One effective form of marketing is to identify and invite each year 10 to 20 of the highest potential churches to work on specific goals for participation with the help of Johnsonburg staff.

- Plan several contacts with these churches in order to build relationships;
- Follow the churches’ E-newsletters;
- Plan to attend events that will yield contact with the target age/gender group;
- Encourage churches or groups within the churches to support camperships.

Guest Groups

Similarly, patterns of guest group use should be carefully analyzed to identify potential points of growth. Patterns include factors of guests and guest days per group, location analytics, and revenue per guest day. Specific targets for growth should be identified.

Re-branding and Identity

Johnsonburg Center’s identify is largely centered on the summer camp program and the PC_USA identity. While these will always be central to the mission of Johnsonburg, the ministry encompasses a broad

array of programs and services offered to an expanding groups of persons. A “brand” should be able to invite participation from a broad group of persons and not limit involvement. A re-branding initiative for Johnsonburg should include development of a new logo, signage, and messages. “Sub-brands” may be useful for specific programs or services (such as Johnsonburg On The Road.)

RESOURCE DEVELOPMENT

Development is the sustained systematic approach to inviting support for the mission. It is grounded in the clear articulation of the differences that Johnsonburg makes in the world and the desire of persons to fulfill, in part, their personal goals through the work of Johnsonburg.

Development includes the cultivation of both donors and volunteers. Often these groups overlap, and can be used to strengthen each other.

Recommendations

- Provide adequate “entry points” for new supporters.
- Use metrics to establish goals and track progress for donors and volunteers.
- Initiate an Alumni Association.
- Lay the foundation for major fundraising efforts, including capital improvement projects and endowed funds.

One of the most important aspects of a development program is the means by which relationships are developed with new supporters are they are invited to participate in the ministry. Invitations to become a donor or a volunteer for the first time should be intentional and active.

There should be adequate “entry points” for new supporters. For donors, this is often smaller, designated gifts that are used for projects that directly impact the experiences of campers or guests. Examples include: recreational equipment, mattresses, simple furniture pieces, or sponsorship of a communication piece. For volunteers, entry points are often highly visible projects that contribute directly to the programs and services. Structures that can be upgraded or refurbished, such as bathhouses, or features that directly add to the quality of the Johnsonburg experience are excellent volunteer entry points, since there is a direct correlation between the effort of the volunteer and an improved experience. Increasingly, initial volunteer experiences may be in the context of another program (a service option during an event) or in family groups.

Each year, there should be specific goals and initiatives to meet those goals for:

- the number of new supporters, both donors and volunteers;
- the percentage of donors and volunteers who increase their support;
- increases in the average size of gift or number of volunteer hours.

Carefully watch for lapsed supporters, and follow up to reengage them.

An Alumni Association is an excellent way to establish and deepen connections with both donors and volunteers. While not all supporters will be alumni, alumni will always be key to the network of supporters. Alumni are frequently deeply connected to the mission of the organization because of significant personal experiences. Alumni Associations help persons to recall those experiences and to continue to derive meaning from them for their lives.

An alumni association can be more or less formally organized, but should always have the parallel functions of keeping persons engaged with Johnsonburg and with one another. Events, specialized com-

munications, and other forms of connection are invaluable. The connection is mutually beneficial as it continues the positive impact of Johnsonburg in the lives of individuals, and strengthens the ministry.

Donors

Donor support will be essential for operating funds as well as underwriting capital improvement projects. While this process is not intended to constitute a Campaign Study or full Development plan, it will be critical to continue to develop a strong donor base.

The Association of Fundraising Professionals has developed a form of analysis called, “Growth in Giving” or the “Fund \raising Fitness Test.”¹ It calculates over 100 indicators of the health of a development program, and supports the identification of specific goals for growth. A summary of top indicators from the GiG profile for Johnsonburg follows in the appendix.

A full development plan that provides for strengthening current donor connections, identifying new donors, and intentionally connecting with potential major donors should be developed and implemented.

Specific funds that are necessary to support the ministry include:

- Camperships;
- General operating support;
- Major Maintenance funding, including:
 - Planned Giving,
- Designated Project Funds, including:
 - Oelschlager Environmental fund,
 - Cabin refurbishment,
 - Ropes Improvement,
- Capital Projects:
 - Waterfront,
 - Environmental/Outdoor Education facility, and
 - Field Station.

Approaches and appeals for each are designed according to the donors who are most likely to be involved at each level. There should be clear measurable goals for each fund.

For annual funds, such as campership and general operating support, annual goals should include:

- Total dollars raised;
- total number of and increase in new donors;
- total number of and increase in donors with increased giving; and
- total number of and increase in monthly donors.

Monthly donors are often the key to a development effort and help prepare the way for major capital funding efforts. Invitations to become a monthly donor should be extended to the donors most likely to take advantage of the opportunity to be involved at that level.

Funding for capital projects is crucial. For most organizations, its more a matter of ongoing, sustained efforts aimed at specific projects, than a capital campaign. Several projects should have strong donor appeal beginning in 2016, such as the ongoing refurbishment of cabins and bathhouses and the waterfront.

Grant funding may be possible for select projects, particularly the Environmental/Outdoor Education

1 <http://www.afpnet.org/Audiences/ReportsResearchDetail.cfm?ItemNumber=5181>

center, and the Field Station.

An Endowment Fund for property and facility maintenance will be necessary to provide a consistent level of funding to upgrade, improve, and appropriately maintain facilities. An endowed fund could be launched with seed money from reserves, with an initial goal of \$500k. Planned gifts are generally the best source of funding for an endowed fund. Specific annual goals should be set around the number of visits made and commitments/gifts received. The ultimate goal for such a fund should be sufficient to provide adequate funding for facility improvements, spending (or saving) at about 1.5% to 2% of the estimated replacement value of buildings and facilities each year. One option for the use of an endowment fund would be to use 5% of the value of the fund at the close of a fiscal year in the following fiscal year (5% of the value of the fund on Dec. 31 is available for use in the following year). A “floor” should also be established to prevent invading the principal. An endowment of \$4m could provide \$200k of available funds each year for major maintenance and facility improvement.

Volunteers

To fully implement the proposed directions in ministry, the involvement of a broad and expansive group of volunteers will be essential. Volunteers will be required for facility projects, fund development, hospitality, and administrative support. Volunteers can, and should, be involved in many ways beyond summer camp. Volunteers are often donors and are excellent in marketing and sales.

As with donors, an active management system for volunteers is critical. Similar metrics are applicable. Each year, goals should be established for:

- Total number of volunteers;
- Total volunteer hours;
- Number of new volunteers; and
- Number of lapsed volunteers (a “not more than” goal).

The work of development is guided by data and requires robust data systems. Data are critical to providing regular actionable insights such as directing attention to cultivating existing supporters and gaining new supporters.

The Board’s role in development

The leadership of the Board in development is critical and is generally the determining factor in a successful development effort. The responsibilities of the Board include:

- sacrificial giving;
- volunteering, beyond Board service;
- extending the network of potential donors and volunteers;
- participating in extending invitations to donors and volunteers; and
- setting and evaluating annual and long range goals.

The Staff’s role in development

The role of the staff in development is to:

- maintain data systems and provide analysis;
- develop strategies to meet goals;

- involve Board members and others in implementing strategies;
- help volunteers and staff members to be accountable for responsibilities accepted, and
- maintain and strengthen relationships.

GOVERNANCE

Recommendations

- Recognize that becoming a healthy Board is essential to being a strong nonprofit.
- Commit to continued growth as a Board, and as individual Board members.
- Set an annual cycle of meetings that cares for all matters of oversight.

Create and Sustain a healthy nonprofit

The Primary role of the Board is to create and sustain a healthy nonprofit organization. The Board of a strong organization safeguards the mission, protects the assets, and increases the resources. The mission is safeguarded through setting goals derived from the mission and monitoring progress toward achieving those organizational goals.

The assets are protected by policies which describe those procedures that keep campers and guests safe, by being sure that there is adequate insurance, by developing and keeping current a long range, strategic major maintenance plan that insures that the property, features, and buildings are kept in good repair, and finally, providing for the wise investment of endowed funds,

The resources are increased by developing and participating as leaders in a productive fund development plan.

Establish Performance Measures

Above all, the Board is responsible to identify and hold the organization accountable to its “performance measures.” from “Are We There Yet? A Conversation on Performance Measures in the Third Sector” by Elizabeth Castillo.

“The initiative’s (Performance Imperative’s) working definition of performance is ‘the ability to deliver—over a prolonged period of time—meaningful, measurable, and financially sustainable results for the people or causes the organization is in existence to serve.’ The discussion centered on three of the initiative’s seven performance indicators: a culture that values learning, internal monitoring for continuous improvement, and external evaluation for mission improvement.”

<https://nonprofitquarterly.org/2015/12/08/are-we-there-yet-a-conversation-on-performance-measures-in-the-third-sector/>

Annual and longer term performance measures should be clearly identified which coincide with the mission, values, and vision of Johnsonburg.

Annual Cycle of Meetings

It will be important to initiate an annual cycle of Board meetings. Each meeting, or retreat, should address a specific area or areas. The following is a suggested annual agenda:

FEBRUARY

- Review and update Development Plans:
 - Donors

- Review donor and donation metrics from the past year; run “Growth in Giving” analysis;
- Set goals for donor development: e.g., number of new donors, donor retention, number of donors increasing their giving, number of monthly donors, etc.;
- Help Board members to strengthen their skills in development;
- Accept assignments in development initiatives;
- Insure Board members have the necessary information and direction for development initiatives.
- Volunteers
 - Review volunteer metrics: number of volunteers, hours, etc.;
 - Set goals for the development of the volunteer program;
 - Accept assignments for volunteer development initiatives.
- Review information from cost accounting systems:
- Discuss what programs are more missional, and thus might be offered at a lower net revenue, and which programs, from a missional perspective, might generate a higher net.
- Receive year-end financial reports.

MAY

- Property focus:
 - Review and update Major Maintenance plans, including funding options;
 - Review current year projects;
- Review and set rates for upcoming year;
- Receive the quarterly financial report (1st quarter).

JULY

- Review policies regarding:
 - Personnel,
 - Operations,
 - Finances,
 - Reservations,
 - Site & Facilities, and
 - Insurance.
- Determine the process for ED evaluation;
- Receive the quarterly financial report (2nd quarter).

SEPTEMBER

- Receive the first presentation of the upcoming Fiscal Year Budget
- Review the summer program;
- Set program outcome goals for the upcoming 1-3 years;
- Review progress on the Strategic Plan.

NOVEMBER

- Review and update the 5 year financial plan;
- Approve the upcoming Fiscal Year budget;

- Perform the annual Board self-assessment;
- Set goals for Board development in the upcoming year;
 - Review Board policies, e.g. Conflict of Interest, Attendance at meetings, etc.;
 - Renew the Board Covenant;
- Receive the results of the Executive Director evaluation; and
- Receive the quarterly financial report (3rd quarter).

It is critical to provide new member orientation and regular Board training. In order to keep the Board healthy, as new members are elected, they have to be prepared to begin their service effectively. Strong boards should receive ongoing training for their service as Board members.

A healthy Board has working committees whose jobs do not simply reflect the operational tasks of the Executive Director, but are oriented to the strategic level and are focused on the future. Below are examples of such committees.

- Executive: sets agendas, acts on behalf of the Board in exceptional situations.
- Governance: responsible for overall Board function and health, including new member orientation, training, assessment of the Board's effectiveness.
- Program Development: sets program outcomes, explores new options, and maintains a program evaluation process.
- Personnel: creates policies, and the process for ED evaluation.
- Development: recommends policies, establishes development goals and strategies.
- Finance: develops and reviews policies, establishes long range revenue goals, and provides fiscal oversight.
- Property: provides long range oversight for Major Maintenance. Recommends risk management procedures related to facilities.

The Board's role in governance

The role of the Board in Governance is to increasingly become a healthy, effective nonprofit Board, and to faithfully execute the primary responsibilities of:

1. Safeguarding the Mission
2. Protecting the Assets;
3. Increasing the Resources.

The Staff's role

The role of the staff in Governance is to provide the necessary support and direction for the Board to grow and develop.

OPERATIONS AND ADMINISTRATION

Recommendations

- Establish and improve as necessary critical data systems including finances, registration, reservations, property management, donor and volunteer management.
- Continue to develop accurate, timely data for management decisions.
- Capture individual guest information.
- Practice effective cost containment, especially with regard to direct costs.
- Create long range financial goals with interim steps to measure progress.
- Create a dashboard system of the most critical metrics for both staff management and board oversight.

While operational practices are not, strictly speaking, strategic initiatives, they do represent a significant factor in the ability of an organization to accomplish a strategic plan. The administrative practices of a ministry set the foundation for marketing, program expansion, fund development, and property management. Competent administration is not only able to accomplish the goals of the organization, it gives donors and supporters the confidence that is necessary for them to invest their resources in an organization.

Data and Information Systems

The ability to effectively grow programs and services, as well as increase resources for the mission, is dependent upon robust data keeping, analysis, and reporting. Software systems should be regularly reviewed to be sure that they are capable of containing the necessary data and producing the necessary information.

The collection and administration of volunteer and donor data will become increasingly important as development plans are expanded, and as the careful use of resources becomes even more critical.

It is rapidly becoming a “best practice” for centers to capture contact information for guests as well as program participants. While the systems for collecting and maintaining such data can initially be somewhat cumbersome, they offer great potential for identifying new group leaders and supporters. Administrative systems should be capable of collecting and utilizing guest information for purposes of marketing and the development of new supporters.

One option for capturing guest contact information is to require a logon to access WiFi services. A logon can require the submission of name and email. This can be followed with an invitation to a guest survey and the choice to “opt out” of future communications.

Fiscal Viability

Active cost containment is essential, especially in areas of direct costs, such as food service, housekeeping, and program expenses. While budgets are helpful management tools, budget figures for direct costs are accurate only when and if revenue figures are at budgeted levels. Because revenue often varies, the containment of direct costs is more accurately managed on a basis of its real time relationship to actual revenue, than its relationship to the budget. Successful budget management requires direct costs to

be contained at set levels, fixed costs to be set at appropriate levels for the volume of site activity, and discretionary spending to be controlled in the context of actual revenue.

Staffing

As the organization continues to seek growth, to explore new program options, to raise capital funds, and launch major construction projects, staffing patterns will necessarily need to change and adapt. Staffing, again is not truly a strategic decision, and must remain flexible to meet the changing needs of the organization.

The Board's role in Operations

The role of the Board in operations is limited to those issues which have strategic and policy implications. Such matters include:

- the capture and protection of data and information;
- adequate financial controls;
- annual goals which accomplish long term ends;

The Staff's role in Operations

The staff is primarily responsible for the conduct of operations, which meet organizational goals in ways that are consistent with the values of the organization. Specific practices can and should change over time, and should constantly be evaluated for effectiveness and efficiency. In general, the staff should work to insure:

- management practices which are aligned with, and have the potential to meet, organizational goals;
- regular review of practices for improvement and increased efficiency
- a culture of adaptability to respond to internal and external changes.

SITE & FACILITIES

Recommendations

- Develop a long range (15-20 year) schedule of major maintenance projects with dates and anticipated costs.
- Improve the waterfront and the access thereto.
- Continue to improve and upgrade current facilities, such as cabins, bathhouses, and cottages.
- Construct an Environmental Education Center and a Field Station, enhancing the site's ability to witness to the stewardship of Creation.
- Improve safety and comfort by improved signage and the addition of pedestrian walkways.
- Long term, consider construction of an Adult/Family Lodge.

Continue to make facility improvements that aid in the accomplishment of the mission, the preventing of loss, the reduction of risk, the increase of efficiency and sustainability. At the same time these improvements will improve comfort, aesthetics, and the quality of the guest/camper experience. The upgrade and refurbishment of cabins and bathhouses, as well as the lodges are good examples of this type of improvement.

The development of a major maintenance schedule is an important tool as Johnsonburg makes progress on Major and Deferred Maintenance. This will require the establishment of an active Major Maintenance plan that will provide a schedule of deferred maintenance and repairs. It will involve the development of a schedule of planned replacement and upgrades of vehicles, equipment, furnishings, surfaces, flooring, etc.

Access to the Waterfront is important to the summer program and to the guest experience. Waterfront improvements should include expanding the deck including access to the lake from the Dining Hall. Also, improve the walkway to the waterfront, and create a new dock/pier system that will provide easy boating access, space for group gatherings, fishing, observation places, and easy boat storage.

Construct an Environmental Education Center that will offer displays, and contain tools to be used in studying the land, water, and atmospheric features found at Johnsonburg. It will support outdoor education programs. On the other hand, a Field Station will accommodate more advanced scientific research and study of the area. To this end, remove the old barn, which may pose a hazard, and replace it with the Field Station.

Other program improvements would include the relocation of the archery range perhaps near the yellow trail, south of the Leap of Faith. Also, there should be improvements to the Ropes Course.

To support safe entry to the site and to help guests find their way to buildings and features within the property, signage and lighting should be improved. Add pedestrian walkways apart from vehicular traffic that will add to safety as well as comfortable walking especially from the gym and lodges to the dining hall.

Construct an Adult / Family Lodge, perhaps where Lakeview is at present. This lakeside location will preclude some use by guest groups during the summer camp program. From this lodge construct a lakeside walkway to the Dining Hall, with a small pier and seating areas. Explore identifying names for all the lodges.

Finally, develop Hermitage spaces (using faculty cottages) for study, writing, meditation and prayer.

The Board's role in Site & Facilities

The Board plays a primary role in insuring the capacity of the organization to care for its assets, including property and facilities. A long range plan for major maintenance, with immediate, short-term, and long term funding requirements is essential.

The Board is also the “custodian” of the long range plan for the development of the site, including new construction. The work of the Board should provide the foundation for the donor and volunteer development necessary for plans to come to fruition.

The Staff's role in Site & Facilities

The staff is responsible for the regular and routine maintenance of the site, so that the value of the asset or its ability to deliver program is not compromised. The staff is responsible to carry out the long range plan for the maintenance and improvement of the site, as adopted by the Board.

IMPLEMENTATION

The following is intended to be an outline of sequencing and priorities for projects that are described in the plan. Many factors can cause projects to be rescheduled including new opportunities that emerge, availability of funding, and unforeseen challenges. Projects that are more operational are necessarily sooner in implementation and projects which are projected further out are more conceptual.

2016

Program

- Continue to strengthen and expand existing programs and services, such as summer camp and hosted groups
- Explore additional non-summer sponsored programs and additional partnerships.
- Clearly define program outcomes.

Marketing

- Set goals for participation/activity with specific initiatives.
- Launch Re-branding effort.

Resource Development

- Communicate clearly and regularly with constituents and supporters regarding growth and increasing fiscal health.
- Establish a “Friends of Johnsonburg” (Alumni) Association.
- Launch funding initiatives for:
 - Cabin, bathhouse, and lodge upgrades
 - Churches may be invited to provide funding and volunteer labor.
 - Waterfront Phase One
- Establish an Endowment fund, which can be designated to fund major maintenance projects

Governance

- Establish annual cycle of meetings.
- Activate committees.

Operations

- Continue to refine data and financial systems.
- Establish management tools designed to measure progress toward stated goals.

Site & Facilities

- Complete long range major maintenance plan, with inventory of all major maintenance items and projected replacement dates
 - identify projects for current year and near-term (2-5) year time frame
- Relocate archery.
- Continue clearing invasive and nonnative species.

- Initiate removal of old barn.
- Design waterfront improvement project.

2017-8

Program

- Continue to explore and expand program options and increased services.
- Expand trip & travel programs and logistic support services.
- Establish additional partnerships.

Marketing

- Design initiatives to meet long term missional and fiscal goals.

Resource Development

- Continued support for site upgrades and improvements.
- Complete Campaign Study for potential capital campaign.
- Invite planned giving program.
- Strengthen reserves.

Governance

- Continued Board development.

Operations

- Continue to refine management tools.

Site & Facilities

- Improve signage and site identifiers.
- Develop pedestrian walkways separate from vehicular roads.
- Continue facility upgrades as necessary.
- Construct Environmental Ed Center.
- Initial waterfront renovations and expansion.
- Determine regulatory considerations of potential location of adult lodge.

2019-21

Governance

- Review and update strategic plan.

Resource Development

- Launch Capital Campaign.

Site & Facilities

- Waterfront expansion and development.
- Construct Field Station.

2022-26

Resource Development

- Endowment growth.

Site & Facilities

- Construction of potential adult lodge.

The Board's role

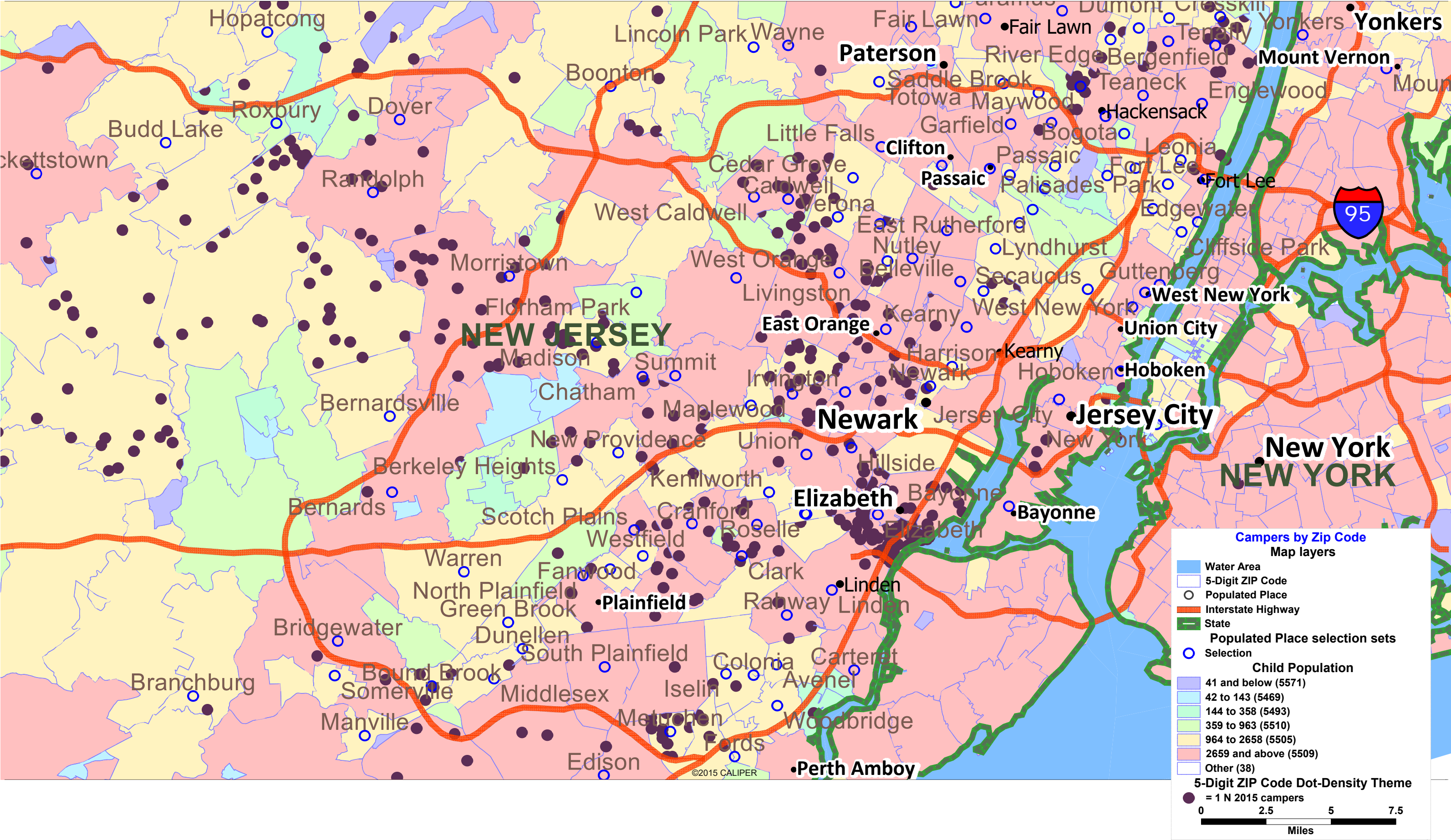
The role of the Board in implementation is focused on insuring that the organization is meeting established milestones and benchmarks. Many strategic projects require an extended lead time, and the attention of the Board must be continually focused on the long range.

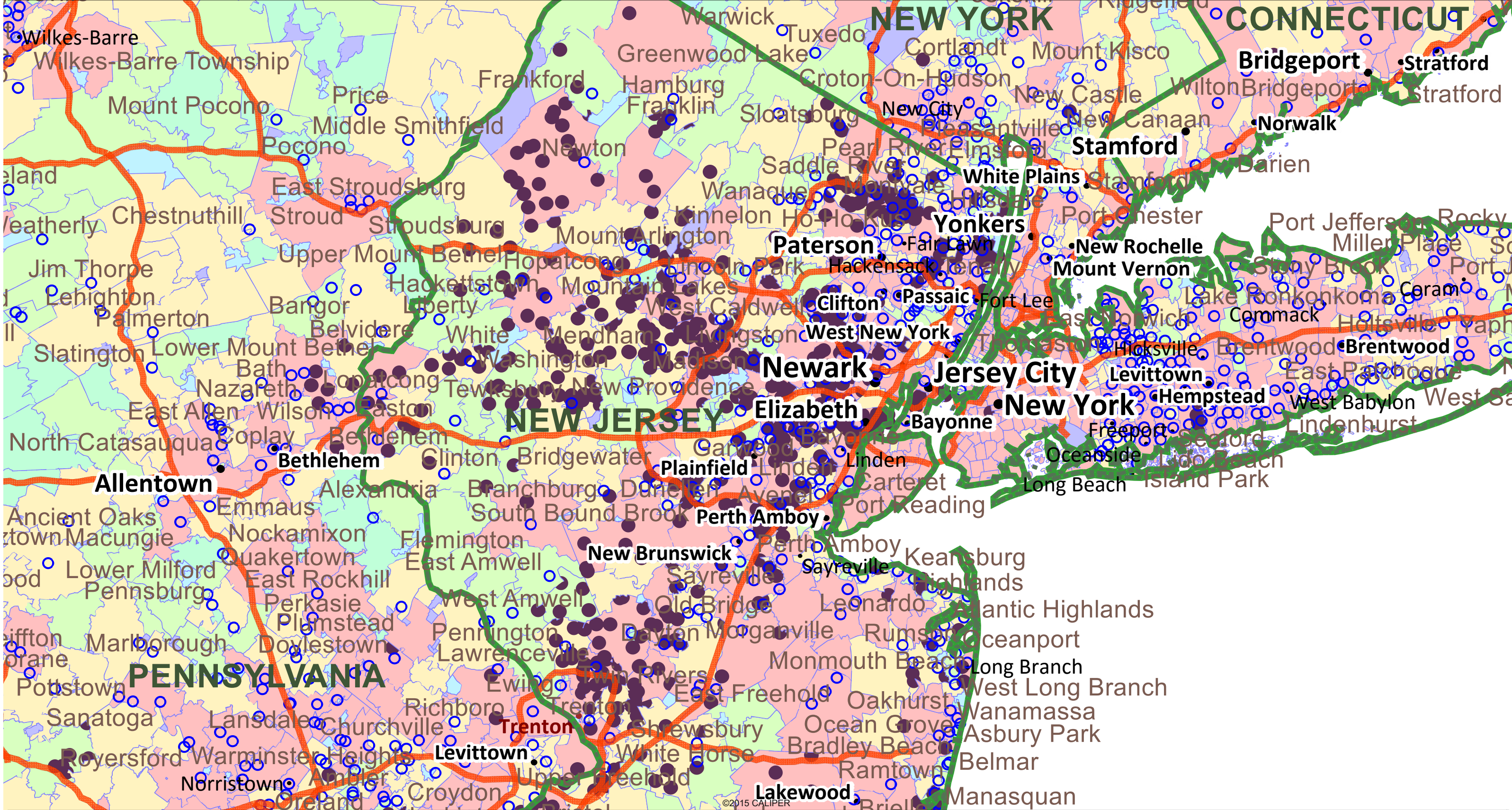
The Staff's role

The role of the staff in implementation is to review current and anticipated projects in order to adjust time lines and insure adequate preparation. Projects that require completion of prior tasks must be reviewed well before their anticipated date to insure timely completion of project dependencies.



Johnsonburg 2015 Campers





See "All Indicators" worksheet for details and formulas by "Ind. No."

12 <-- Year-end month

Fundraising Performance Indicators

Using Gift Transaction Data By Giving Level/Range

Year2:	2015
Year1:	2014

Ind No.	Fundraising Performance Indicator	Giving Level/Range					
		All Donors	Under \$100	\$100-\$249	\$250-\$999	\$1,000- \$4,999	\$5,000 & Up
<u>Donor retention rate</u>							
1	New donor retention rate	35%	24%	26%	44%	77%	50%
2	Repeat donor retention rate	62%	51%	54%	65%	68%	90%
3	Overall donor retention rate	51%	36%	42%	58%	70%	83%
<u>Donor acquisition rate</u>							
6a	New donor acquisition rate	32%	83%	23%	13%	11%	8%
6b	Repeat donor re-acquisition rate	19%	18%	18%	23%	17%	0%
6	Overall donor acquisition rate	51%	101%	41%	35%	28%	8%
<u>Donor gains, losses & net</u>							
5	Donor gains	173	85	36	36	15	1
7	Donor losses	166	54	51	43	16	2
9a	Net gain in donors	7	31	(15)	(7)	(1)	(1)
12	Net gain in donors (%)	4%	36%	-42%	-19%	-7%	-100%
<u>Number of donors</u>							
13	Overall donors retained	173	30	37	59	37	10
16	Percent of Year2 donors by range	100%	33%	21%	27%	15%	3%
<u>Amount of gifts</u>							
18	Percent of Year2 gift\$ by range	100%	2%	4%	18%	34%	41%
19	Average gift size in Year2	\$ 510	\$ 33	\$ 108	\$ 334	\$ 1,160	\$ 6,592
<u>Dollar gains, losses & net</u>							
20	Dollar gains	\$ 99,495	\$ 2,898	\$ 4,930	\$ 17,366	\$ 30,644	\$ 43,658
22	Dollar losses	\$ 75,807	\$ 2,391	\$ 7,161	\$ 17,101	\$ 21,142	\$ 28,013
27	Net gain in dollars (%)	24%	17%	-45%	2%	31%	36%
<u>Growth in giving (GiG)</u>							
39	Overall rate of growth in gifts	16%	15%	-22%	1%	19%	28%
<u>Growth in donors</u>							
43	Overall rate of growth in donors	2%	37%	-17%	-7%	-2%	-8%
<u>Distribution of Year2 donors & gifts:</u>							
50	<i>Upgraded</i> donors in Year2 %	19%	8%	14%	25%	31%	73%
<u>What Year1 donors did in Year2</u>							
<u>Repeat donors:</u>							
58	Year1 donors that <i>upgraded</i> %	20%	11%	11%	24%	30%	67%
<u>Lapsed donors (attrition):</u>							
66	<i>New</i> Year1 donors that <i>lapsed</i> %	26%	44%	32%	19%	6%	8%
68	<i>Repeat</i> Year1 donors that <i>lapsed</i> %	23%	20%	26%	24%	25%	8%