



STRATEGIC PLAN  
2024-2026  
Executive Summary

## Introduction

### *Our mission is clear.*

Camp for All Kids (CFAK) — a 501(c)(3) nonprofit organization — was founded in 1997 to promote and facilitate racial diversity by providing renewable sleepaway camp experiences to kids from historically under-served backgrounds in the summer camp community. Our organization was launched informally in 1991 when a Camp Kamaji parent observed a lack of racial diversity at camp and offered his support to increase access for children of color to attend camp. As we prepare to kick off our 28<sup>th</sup> summer in 2024, we take pride in the more than 1,500 camp scholarships (camperships) that have been awarded, and the over 250 teens who have participated in our Four Star Fellowship Program. Through this work, we have impacted the lives of thousands of young people, helping to facilitate camp experiences for them while working to ensure that all kids who attend our partner camps experience a camp community that is racially diverse and welcoming to all.



### **Our Vision:**

We envision a world in which all young people are aware of and have sustained access to the transformative and nurturing environment of summer camp, and where sleepaway camps serve as welcoming, safe places for all kids.

### **Our Mission:**

Camp for All Kids creates pathways to the transformational experience of sleepaway camp for Black and Brown youth while fostering inclusive and equitable camp communities.

### *We operate with purpose, and we are firm in our beliefs.*

1

Sleepaway camps, where Black and Brown youth have been historically underrepresented, should strive to be welcoming places for all young people, and to serve as an example of inclusivity for all campers and staff.

2

Sleepaway summer camp should provide a safe and structured environment that encourages social-emotional development while enabling all members of the camp community to become the best version of themselves.

3

Young people who live, play, and meet challenges together at camp should have the opportunity and be encouraged to leverage those relationships, skills, and experiences throughout their lives.

4

Spending meaningful time in and engaging with nature – and away from screens and day to day stress - is an essential component to health and happiness, particularly for young people.




## Defining our role

*We embrace our future potential and aim to leverage our strengths.*




Camp for All Kids has spent nearly three decades increasing the number of Black and Brown youth who participate in renewable 4- and 8- week sleepaway camp experiences at our partner camps. In 2020, we strengthened our organization by adding Four Star Fellowship, through which hundreds of teens have had renewable one-week sleepaway summer camp experiences alongside their year-round mentors. Sleepaway camp experiences like these can be cost prohibitive for most families, and so we have committed to removing cost as a barrier to the families we serve.

As we look to the future, Camp for All Kids is eager to reinforce and build on our commitment to providing renewable pathways for Black and Brown youth to experience sleepaway camp, and ensuring that camps are welcoming, safe places for all kids. We also want to bolster our support of campers beyond their summer camp experiences.

Moving forward, we will take a multi-pronged approach to our work:

Priority:	Goal:
<b>Camp Pathways</b>	 Expand renewable opportunities for Black and Brown children and their families to learn about and access the magic of sleepaway camp, striving to match camper readiness with the “best fit” camp experiences.
<b>Camp Foundations</b>	 Support the unique needs of American Camping Association (ACA) accredited sleepaway camps that are actively working to be welcoming, inclusive places for all campers, and support them in delivering positive camp experiences for all.
<b>Camp Connections</b>	 Provide opportunities for CFAK campers to form and nurture authentic relationships with fellow campers, camp staff, and alumni, helping all campers benefit from the value of social networks created during shared camp experiences.

These three priorities will drive our investments in program design and growth over the coming years and guide our discussions and decision making with partners. In addition, as part of these efforts, we will take steps to strengthen our internal operations, ensuring that we are positioned for long term success.

Operational Value:	Implications:
<b>Collaborative Leadership</b>	 We are committed to serving the needs of campers and their families, and actively seek their voices to inform our growth; we also consult with our partners (camps, schools, and community organizations) thoughtfully and proactively to ensure alignment on goals and process.
<b>Sustainable Growth</b>	 We employ a financial strategy that aligns with our programmatic priorities and strive to diversify our revenue sources.
<b>Measurable Impact</b>	 We prioritize measuring and communicating about the impact of our work with the young people that we serve and collect and synthesize field-wide data on DEIA metrics to help drive reflection, conversation, and change.

# Articulating our purpose and priorities

*We will expand our impact by leveraging clear goals and objectives.*

## Camp Pathways



**Goal:** Expand renewable opportunities for Black and Brown children and their families to learn about and access the magic of sleepaway camp, striving to match camper readiness with the “best fit” camp experiences.

**Objective 1** Increase the number of Black and Brown youth who experience sleepaway camp for the first time, and who return for multiple years having rated their previous CFAK camp experience as meaningful, safe, enriching, and fun.

**Objective 2** Clarify and strengthen relationships and communications with Partner Camps to ensure mutual benefit for campers and partners.

**Objective 3** Assess the value and viability of supporting alternative pathways to camp to broaden opportunities for more young people.

**Objective 4** Clarify and strengthen relationships with Schools and Community Partners to increase operational efficiency for CFAK and promote a stronger camp-going culture within communities.

## Camp Foundations



**Goal:** Support the unique needs of ACA-accredited sleepaway camps that are actively working to be welcoming, inclusive places for all campers, and support them in delivering positive camp experiences for all.

**Objective 1** Collaborate with CFAK partner camps to create achievable yet ambitious DEIA goals, including an increased percentage of Black and Brown campers at all sessions.

**Objective 2** Synthesize and communicate about CFAK program impact to inform decision making at partner camps, schools, and community organizations.

**Objective 3** Increase the # of USA-based Black and Brown counselors and staff at partner camps.

**Objective 4** Learn from and generate thought leadership among peer organizations and leaders in the camp community about how sleepaway camps can become more inclusive, welcoming, and safe for all kids.

## Camp Connections



**Goal:** Provide opportunities for CFAK campers to form and nurture authentic relationships with fellow campers, camp staff, and alumni, helping all campers benefit from the value of social networks created during shared camp experiences.

**Objective 1** Increase CFAK capacity to engage with alumni, through elevated database functionality, and a regular schedule of communication.

**Objective 2** Train, deploy, and support a cohort of CFAK Camp Connectors consisting of alumni, families, and allies who serve as mentors to new campers and their families.

**Objective 3** Promote and diversify opportunities for CFAK Campership Alumni to connect with the broader camp community year-round.



## Prioritizing Sustainable Success

*We are committed to operational excellence and measurable, meaningful impact.*

The next phase of impact for Camp for All Kids will require:



### Collaborative Leadership

*We are committed to serving the needs of campers and their families, and actively seek their voices to inform our growth; we also consult with our partners (camps, schools, and community organizations) thoughtfully and proactively to ensure alignment on goals and process.*

- We will continue building and leveraging a CFAK board whose membership reflects the diversity of the families we serve and includes thought leadership from the broader camp-going community. In addition, we will seek to ensure that our decision-making and governance protocols reflect this commitment as well.
- We will seek and retain a diverse and talented staff who are empowered to make decisions and take action that move the mission forward.
- We will demonstrate our commitment to partner camps by formalizing a consultation protocol for major decisions that impact their operations.
- We will continue to seek and nurture partnerships with camps, community organizations, and schools with philosophical and programmatic alignment with our mission.



### Sustainable Growth

*We employ a financial strategy that aligns with our programmatic priorities and strive to diversify our revenue sources.*

- We will work to creatively match donor interest with programmatic need and ensure that high priority initiatives are funded before launch.
- We will honor donor intent while striving to raise funds that can be used flexibly to support the highest areas of need within our organization.
- We will prioritize timely and comprehensive communication with donors to ensure that philanthropic impact continues to inspire reinvestment.



### Measurable Impact

*We prioritize measuring and communicating about the impact of our work with the young people we serve and collect and synthesize field-wide data on DEIA trends and metrics to help drive reflection, conversation, and change.*

- We will regularly test and evaluate innovative ideas with a goal of not only increasing access to camp for Black and Brown youth, but also supporting camps to provide safe, welcoming, and fun experiences for all campers through education and resources for camp communities.
- We will continue to grow and learn as an organization, finding inspiration and fun in our work, regularly assessing our processes and outcomes, and adjusting our actions as needed.
- We will continue to model and encourage outcomes-focused efforts in our own work and among peer organizations, while honoring the history and legacy of Camp for All Kids, and the autonomy of our partners.