

Camp Mimanagish: 3 Year Business Plan

Prepared by Committee on Mimanagish, January 2008

Overview: Given the ongoing increase in costs for running the camp while usage has not increased in recent years, Camp Mimanagish has ended up with a negative balance for a number of years running – deficits which the Conference operating budget has needed to cover. The Committee on Outdoor Ministries and the Board of the Conference have held numerous discussions about how to best address this matter. The result of these discussions is the following proposal to work at dramatically increasing use of the camp and thereby increasing revenue. This proposal was developed as a 3 year business plan by a special committee named by the Board:

- I. The need for a business plan
 - II. The need for a marketing plan
 - III. Analysis of revenues
 - IV. Recommendations for
 - a. Management and staff
 - b. Capital improvements
 - c. Fundraising
 - V. Financial plan
 - VI. Risks
 - VII. Measures of success
- I. The need for a business plan**
- Cumulative five year deficits reached \$29,000 in 2007
 - The number of campers has leveled off at 174, well below capacity of 735*. Ability to raise fees is limited.
 - Overall management of the camp has shifted over the years and needs to be redefined and focused.
 - Camp has experienced troublesome staff turnover.
 - The physical plant and vehicles require attention.

(*Capacity = # of beds x 10 weeks x 75%)

II. A marketing plan

We need to :

1. understand the size of the Conference camp market:
 - Its geographic boundaries (conference and/or beyond)
 - The numbers of potential campers
 - Need, if any, to market beyond our Conference
2. identify the potential rental market and its price sensitivity
3. develop and implement a marketing plan to promote the Camp and realize its market potential (this will be responsibility of the Camp Director)

III. Analysis of revenues

- Emphasis on increasing attendance: little room to increase prices
- In 2007 prices were increased from \$140/\$190 to \$160/\$230 for 3rd-4th graders and 5 – 12th graders.
- Greatest immediate revenue potential is with rental camps, both with price and volume. (note: there is significant potential for drawing users from urban centers – particularly in the Eastern USA and from places where the UCC does not have camp facilities)
- Potential to increase sales of camp merchandise
- Potential to develop donor funds, which have been minimal

IV. Recommendations for Management + Staff

Recommend full-time Director with seasonal schedule, on-site during camp season.

- Responsible for
 - o Program
 - o Operations + Administration including recruitment of staff, maintenance of plant, + safety
 - o Financial operations – budgeting, planning
 - o Promotion including development of PR, promotional materials and web site

- Work with Board on fundraising
- Competitive salary of \$45,000 including benefits

(Note: while the above suggests a person who is a “jack of all trades” and thus someone who may be difficult to find, this is exactly the kind of person managing other UCC camps in other Conferences and there are such people interested in doing this kind of ministry in a beautiful setting such as we can offer

- Competitive salaries for support staff to avoid turnover
 - \$6000 / season for maintenance person
 - \$600 / week for cook
 - \$400 / week for assistant cook

V. Recommendations for capital improvements

- Immediate needs
 - o Personal bathroom for Camp Director
 - o Roof for main lodge
 - o Composting toilets, new urinal
 - o Painting
- Need for ongoing 3 year capital plan to include plan for truck
- Finance capital through gifts and volunteer Conference labor ala Habitat builds

VI. Recommendations for fundraising

Responsibility of COM with designated chairman

- With Camp Director, develop materials, events and the camp “story”
- Identify major donors and maintain donor relationships

COM commitment to raise \$7,500 in 2008 and \$15,000 a year thereafter, in addition to fundraising for capital needs.

VII. Financial Plan

Future existence of Camp requires that Conference see it as essential part of its mission and is willing to underwrite its operation.

- With stepped-up Director and Staff salaries Camp is projected to have cumulative operating deficits of \$86,000 from 2008 -2010...this includes projected fundraising of \$37,500 over the 3 year period (see last page for more details)

(Note: While not ruling out the possibility of some donor[s] stepping up to cover such deficits for the start up period, the Board has also noted that there is a sufficient amount in appreciation of endowed funds to cover such deficits – applying these funds in this manner would necessitate affirmation by the delegates at a Conference Annual Meeting that this is a commitment which the Conference chooses to make)

- The better-funded Director position needs to be discussed in terms of Conference resources – especially the responsibilities of the Associate Conference Minister
- Over the long term, it remains to be seen whether the Camp can be self-funding, which can only be possible with maximal attendance and rental income.

VIII. Risks

- Desired skill set for Director position is unrealistic for one person and for given salary
- Requirement that Director be on-site for May- Sept may prove unrealistic
- Attendance goals may be constrained by the demographics of the Conference and our geography
- Fundraising goals may not be realistic

IX. Measures of Success

- The Conference agrees to acknowledge the Camp as an expense to fulfill its Outdoor Ministry
- The Camp Director position is defined and hired
- Attendance rises and meets realistic goals
- Fundraising is successful
- Quality and turnover in staff improves

- Camp performs to budget
- Capital improvements are made and funded

A Summary of basic revenue and expense projections for the 3 Year Business Plan:

| Revenue | 2008 | 2009 | 2010 |
|--------------------|---------------|----------------|----------------|
| Fees | 44,468 | 54,617 | 67,927 |
| Gifts | 7,500 | 15,000 | 15,000 |
| Other | 2,874 | 3,261 | 3,854 |
| Total | 54,842 | 72,878 | 86,781 |
| Expenses | | | |
| Personnel | 33,581 | 66,737 | 68,759 |
| Other* | 38,369 | 43,952 | 49,361 |
| Total | 71,950 | 110,689 | 118,120 |
| Deficit | (17,108) | (37,811) | (31,339) |
| Cumulative deficit | | | (86,258) |

*Other in expenses = advertising/promotion, insurance, fees, permits, program expenses, food, utilities, vehicle expenses