



CAMP FIRE NATIONAL HEADQUARTERS

STRATEGIC PLAN

FY 2023 – 2025



WHO WE ARE

Growing up is hard. That's why...

our mission

Camp Fire connects young people to the outdoors, to others, and to themselves.

our vision

We envision a world where all young people thrive and have equitable opportunities for:

Self-Discovery

All young people find their spark, lift their voice, and discover who they are;

Community Connection

All young people find, build, and contribute to their community; they develop meaningful relationships with supportive adults and peers; they feel seen, heard, accepted, supported, and affirmed for who they are today and who they will be in the future;

Engagement with Nature

All young people experience the power and awe of the outdoors; they learn to respect, love, and care for our world.



HOW WE DO IT

Camp Fire creates safe spaces where young people can have fun and be themselves.

We do this through a variety of meaningful youth experiences and programs (for example: camps, afterschool, in-school, and virtual) customized to meet the needs of youth, their families, and their local community. We provide young people with a space where they feel like they truly belong.

Camp Fire's programs enable young people to develop essential skills that have long-term benefits and allow them to make a positive social impact in the world.

what makes us different

Our Inclusive History

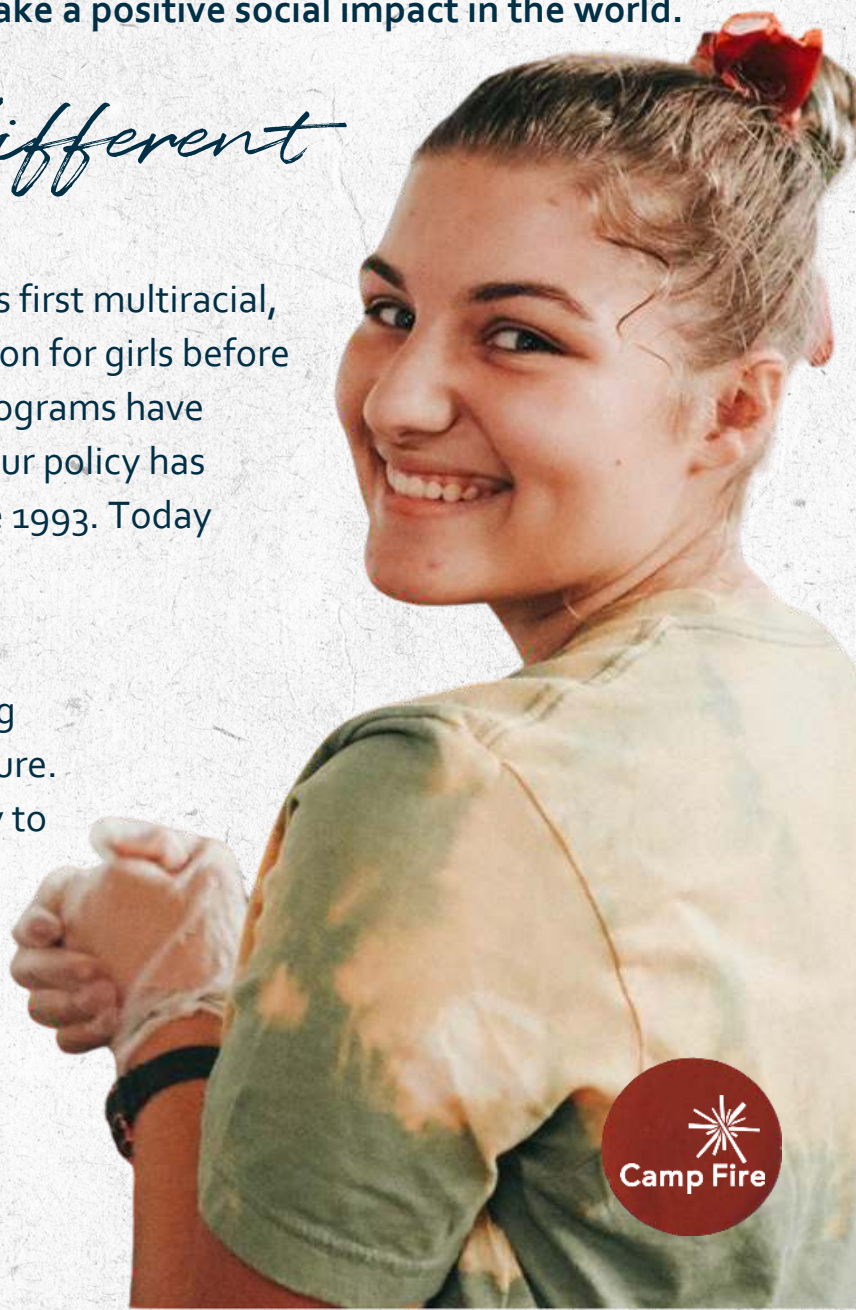
Founded in 1910, Camp Fire was America's first multiracial, multicultural, and nonsectarian organization for girls before women even had the right to vote. Our programs have been open to all genders since 1975, and our policy has been to affirm all sexual orientations since 1993. Today welcoming all young people.

Our Focus On Now

Yes, Camp Fire's programming has lifelong benefits, but we are not fixated on the future. We support young people on their journey to be their best selves—now.

Our Diversity of Programming

Our affiliates teach social-emotional skills in a wide variety of settings, using many themes and approaches. There is something for every young person (and every spark) at Camp Fire.





HOW WE OPERATE

We believe in the intrinsic value, dignity, and worth of every person.

That is what drives us in our work as a youth-serving organization, and that is the lens from which we will carry out our strategic priorities. Here's how we live our values and how we operate:

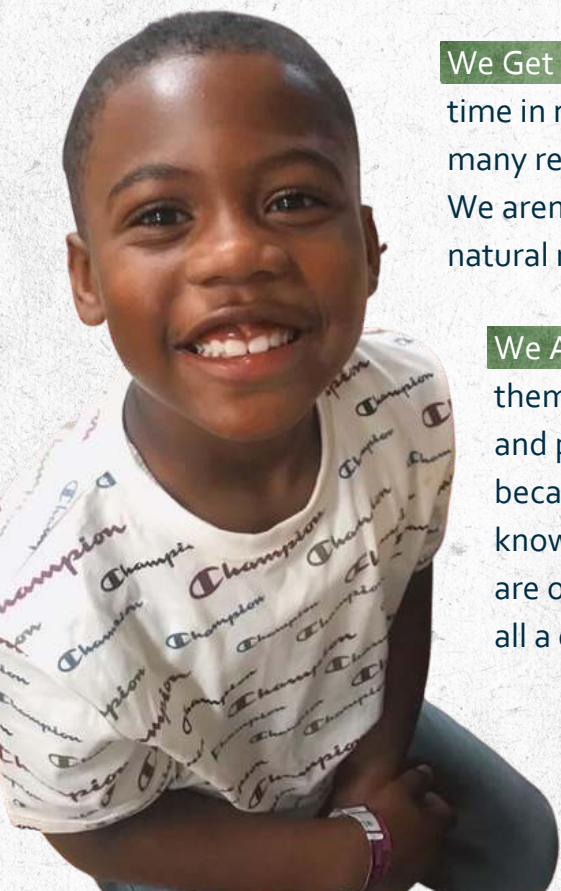
We Are Inclusive. Camp Fire works to create safe and inclusive environments so everyone feels welcome. This means committing to equity, diversity, and access (including breaking down structural barriers to accessing our programs), and addressing the impacts of racism, privilege, white supremacy, bias, and anything else that holds us all back from an equitable and just world.

We Honor the Power of Young People. Camp Fire believes one of the best ways to honor the power of young people is to share power with them through meaningful participation and decision-making—in our programs and organizational direction, including the creation of this strategic plan.

We Prioritize Relationships. Camp Fire develops high quality, positive relationships. Supportive, trained adults are key to our work. Developmental relationships are the roots that give young people the chance to grow.

We Get Outdoors. Camp Fire learns from and respects our planet. Spending time in nature has proven health and mental health benefits, which is one of the many reasons we get young people outdoors, no matter where they may be. We aren't just consumers of nature – we conserve, protect, and steward our natural resources.

We Are Learners. Camp Fire helps young people (and adults!) know themselves. Self-discovery is an adventure. We invest heavily in training and professional development for the adults who serve our youth, because all young people deserve to be supported by skilled, capable, knowledgeable, adult mentors, and because like the youth we serve, we are on a learning journey as well. Staff, board, volunteers, youth—we are all a community that is growing and thriving together.



We Take Action. Camp Fire encourages young people to advocate, organize, and work for change in their communities and beyond. This has been a core value since Camp Fire was founded in 1910. As an organization and as individuals, we can make an impact now.

We Are Responsive. Camp Fire has continually adapted and evolved since 1910 to respond to what young people need to thrive.

We Pursue Impact. Camp Fire seeks out the newest research, practices everyday innovation, and meticulously measures results—all to help young people thrive in a complex world. We know Camp Fire changes individual lives, families, and communities, so we work to show that data and tell those stories.

Our values are anchor points along the way as we work toward a world where all young people thrive and have equitable opportunities for self-discovery, community connection and engagement with nature.



OUR ROLE

Camp Fire National Headquarters supports Camp Fire affiliates and our mission, vision, and values through six core roles.

> *advocate*

Advocate for a more inclusive and just society, in support of and in partnership with young people, and for equitable access to the outdoors.

> *amplify*

Amplify the mission, vision, values, and brand of Camp Fire.

> *curate*

Curate best practices and learnings across the Camp Fire network, growing connection across roles and affiliates.

> *innovate*

Innovate programming, research, and best practices in support of Camp Fire's mission and scale across the network.

> *Build community*

Build community within the Camp Fire network among affiliate leadership, staff, and volunteers. Support affiliates to build community locally, including young people and their families, alumni, and community-based organizations in support of Camp Fire's mission.

> *drive*

Drive diverse revenue generation and sustainability for Camp Fire National Headquarters and for affiliates, when appropriate.





OUR STRATEGIC FOCUS AREAS

FY23-25 strategic focus areas represent collaboratively identified priorities from Camp Fire's Youth Advisory Cabinet, alumni, affiliate staff members, and National Headquarters. They build on the foundational strategic priorities identified in FY21 and represent the next chapter and ongoing desire to respond to the needs of young people coupled with operating a sustainable organization in an ever-changing environment. Each goal identifies an area of focus as well as specific strategies to be employed and act as measures of accountability.

goal one

Uplift the Camp Fire community to build connection to the outdoors, to others, and to themselves.

- Increase outreach to and engagement opportunities for Camp Fire alumni.
- Develop professional learning communities for program staff to share high-quality program curricula, resources, and practices.
- Build and expand relationships with partner organizations with shared commitment to expanding access to nature-based experiences.
- Invest in Camp Fire program professionals via high-quality professional development, certification programs, and job opportunities.
- Promote environmental stewardship and action through Camp Fire programs and partnerships.

goal two

Champion a thriving workforce, present and future.

- Create opportunities for young people to provide input and create change in the organization.
- Expand equitable recruitment and retention strategies to ensure representation reflective of program participants through all levels of the organization.
- Expand pathways for camp jobs through new and expanded approaches to summer leadership development programs.
- Invest in workforce development through exposure to careers, skill development, and interest-driven programming.



goal three

Unify and amplify the Camp Fire brand to maximize organizational impact.

- Demonstrate Camp Fire's commitment to inclusion from first point of contact across all platforms.
- Increase network engagement in brand campaigns, including Absolutely Incredible Kid Day, to expand audience publicly engaging with brand.
- Evaluate Camp Fire programs through an impact study to publicly communicate the benefits of Camp Fire for young people.
- Expand Camp Fire's visibility as a thought leader on pressing issues for young people growing up today.
- Communicate brand value to stakeholders, including alumni, community partners, program participants and their families.

goal four

Diversify funding and revenue streams to ensure Camp Fire's financial sustainability for future generations.

- Grow philanthropic revenue from corporations, individuals, and foundations, to expand access and investment in Camp Fire programs.
- Expand Camp Fire programming through outreach to new markets.
- Communicate benefits of affiliation and expansion of financial benefits in a collective and reciprocal way to Camp Fire affiliates.
- Establish mission-driven public and private partnerships.

goal five

Address the legacy of organizational practices, past and present, that appropriate Indigenous cultures.

- Increase awareness and use of new reward and recognition items and celebrations.
- Accelerate plans to have affiliates committed to ending appropriative practices and have an identified strategy to do so.
- Invest in professional development for Camp Fire stakeholders, including staff, alumni, and program participants, to deepen knowledge of Indigenous history and lived experiences.
- Build a strategy for acknowledging and repairing harm caused by Camp Fire's legacy of appropriative practices.
- Develop mutually beneficial partnerships with Indigenous communities.



goal six

Journey toward equity and justice by advancing inclusion, dismantling racism and oppression in ourselves and our institutions.

- Engage and motivate Camp Fire affiliates through recognition and reward of innovative and inclusive practices.
- Break down barriers to increase program participation of young people with historically excluded identities.
- Build and expand relationships with community-based organizations with a shared commitment to advancing equity and justice.
- Continue to deepen a culture of inclusion and belonging in Camp Fire workplaces and program spaces.
- Invest in professional development to further Camp Fire professionals' diversity, equity, inclusion, and access (DEIA) learning journeys.
- Advocate in partnership with young people on issues of equity and justice.

