

211 Central Business Plan

Business Name: 211 Central

A 211-acre Campground and Recreation Facility

Description of Business

Executive Summary

211 Central (Camp McConnell) is a 211-acre campground that serves as a camp, conference center and retreat space

The camp and recreation facility will provide a supportive youth and adult environment where imaginations, life skills and community are fostered.

Be Yourself will provide education, motivation, and accountability to both kids and adults of all ages and backgrounds, who are interested in developing a healthy lifestyle.

Vision

To create a rich, multi-faceted, continually evolving program where all can learn about themselves, develop vital skills, and realize their intellectual potential and leadership abilities.

Objectives

1. Develop self-confidence and self-respect.
 - a. Skill activities – archery, crafts, horseshoes, swimming, etc.
 - b. Recognition of abilities when it warrants
2. Grow as responsible members of their families and as citizens of their communities.
 - a. Cabin Kapers and cabin clean up
 - b. Grounds up keep
 - c. Common area maintenance (Cafeteria, Recreation Buildings)
3. Develop their capacities for leadership and use responsibility in their own groups and community life.

- a. Campfires, Jamborees, Skit Nights, and All Camp Activities
 - b. Through Ropes Course experiences
- 4. Appreciate that health of mind and body is a sacred gift and that physical fitness and mental well-being are conditions to be achieved and maintained.
 - a. Personal Cleanliness
 - b. Activities – boating, swimming, sports, etc.
 - c. Hiking
- 5. First resident camp experience away from home providing activities, attitudes and environment suitable for helping campers in dealing with this.
 - a. Camp/Village orientations
 - b. Each cabin develops own rules with help from counselor(s)
 - c. Counselor(s) need to set up daily hygiene regulations
- 6. Helping campers work together with their own peer/cabin groups, sharing responsibilities and relating self to other people.
 - a. Cabin clean-up
 - b. Planning skits or songs
 - c. Cabin activity time
 - d. Cabin devotions
 - e. Hoppers
- 7. Learning to be a member of a group.
 - a. Decide as a group on activities
 - b. Team Sports
 - c. Team Challenge/Ropes course activities
 - d. Horseshoe Participation
 - e. Cabin Spirit – Cheers and Songs
 - f. Cabin Chats
- 8. Development of large muscle skills.
 - a. Twilight activity, running, throwing, kicking games
 - b. Hiking

- c. Swimming
- 9. Beginning development of hand-eye coordination.
 - a. Archery
 - b. Crafts
 - c. Sports & Games
 - d. Frisbee
 - e. Horseshoes
- 10. Dealing with self-identity.
 - a. Inspiration and Cabin Chats
 - b. Skit/Song Participation
 - c. Character Development Program
- 11. Beginning awareness of self in relationship to nature and the World.
 - a. Nature Hike
 - b. International Staff Days
 - c. Nature Crafts
 - d. Canoeing/Kayaking
 - e. Food Waste Program in Dining Hall
- 13. Discovery of new interests.
 - a. New Activities to try
 - b. Camping
 - c. Outdoor Skills activity
- 14. Management.
 - a. Camp Store account
 - b. Crafts
- 15. Developing creativity in campers.
 - a. Inventing new camp games
 - b. New Camp songs and skit
- 16. Exposure to outdoor skills.

- a. Outdoor Skills activity
- b. Canoeing/Kayaking

Mission

We provide a safe, fun, supportive environment in which campers explore new, challenging and educational experiences, learn from positive role models, and have the opportunity to build skills for life year after year.

Keys to Success

1. Don't Focus on Money

Operating a camp can be lucrative. However, that only happens when cash is not the primary goal with the camp.

Don't focus on the money. Set the staffs eyes and heart on serving the community like no one else!

Make sure staff are doing it to meet the needs of the people. It can't go wrong when the focus is building skills and character.

If a person leaves feeling their individual skills and knowledge of the life improved, and they believe they also built better character and had fun doing so, it's a home run every time.

Obviously, the camp wants to make enough money to cover expenses and turn a profit. But when all of the camp decisions revolve around those factors, the quality of the camp seriously suffers.

2. The Experience Matters Most

The experience the campers have while in staffs care is 100% the most important aspect of what you do.

Every moment, every conversation and every interaction should be a positive one. The campers should have fun, be challenged, gain confidence and build friendships. Every single camper matters.

The experience of the campers is the best advertising you'll ever get. If they have a positive experience, the camp will create little walking commercials and their parents will tell everyone willing to listen about the camp. This is called marketing from the inside-out, and it's how the camp will grow a camp year-over-year.

The experience the campers have will be a reflection of how they are treated, communicated with, and coached. This is a reflection of the entire camp staff.

3. Choose Staff Carefully

Staff will be the backbone of the camp. The camp wants staff who enrich the lives of the campers. However, create an environment where the staff themselves to have a great experience, as well.

Enrich the lives of the staff, and they will be applying to work with you every season. Motivated, positive high school and college students often make for the great staffers.

Staff should embody selflessness, servanthood, enthusiasm and positivity. If they can accomplish this, the energy of your camp will be off the hook from check-in on Monday morning until the last camper drives off on the final day.

Once the camp runs long enough, the best staff will often be former campers! They already know the deal! If staff have an insatiable will to help others, they will be a great fit. If they're just out to make a few extra bucks, they're not there for the right reasons.

Having a graduated system of advancement will prove critical for the camp as well for the life lessons it can teach your young staff.

At the camps, the ascension to Lead Counselor looks like this:

1. Junior Counselor: The Junior Camp Counselor reports directly to the Camp Counselor and is responsible for aiding in the supervision of all camp participants. Junior Camp Counselors will be responsible for assisting the Counselor and Lead Counselors in daily administration of the Summer Camp Program, including: ensuring the well-being and safety of all participants, administering games and activities, providing daily feedback to the Counselor and Lead Counselor, filling out paperwork and maintaining daily logs, and maintaining a fun and safe environment for the participants. The Junior Counselor is also charged with supervising the Counselors-in-Training.

2. Counselor: The Camp Counselor will help plan events and lead group events, monitor campers and respond to incidents, such as behavioral problems or accidents, log events and maintain records relating to activities, and discuss camper participation and concerns with parents and other camp staff members. The Counselor reports directly to the Lead Counselor.

3. Lead Counselor: The Camp Lead Counselor is responsible for providing supervision, instruction, and ongoing assistance to program staff, campers, and volunteers during programs and assisting the Program Manager and Coordinator in providing instruction and ongoing assistance to volunteers during programs.

This system works awesome!

While this delegation of responsibility is important for a smooth camp experience, make sure the staff knows they are all of equal value, no matter what their role.

The experience of each and every camper is dependent on the staffers being the best version of themselves, setting a great example, and teaching!

They are a team who will learn to put individual needs and egos aside for several days in order to serve others.

The sense of self-worth and accomplishment along with the greater knowledge of life they'll possess by the end of the session will be worth far more to them than the community service hours or paycheck they receive.

4. Have a Theme of The Day

Having a Theme of the Day comes in two distinct forms: character-based themes and participation-based themes.

A character or behavior-based theme to help these little humans grown comes first and foremost. These themes are essentially a single fact or idea you return to throughout the day in order to drive home its importance.

Examples include:

- **Attitude:** Your attitude, not your aptitude, will determine your altitude. Use this early in the week and emphasize identifying and rewarding great attitude. You can always control your attitude!
- **Patience:** The lesson here is that getting better at any skill takes time and effort, and it happens in very small increments. But if you keep at it, those small increments add up over time and make a huge difference.
- **It's Not Luck:** The best campers did not get to where they are by luck! Remind campers that the skills they learn at the camp can be practiced at home, too.
- **Be a Hero:** Talk to your campers about what it means to be an everyday hero. Smile at people, sit with someone at lunch who's sitting alone, and helping out at home are all examples of being an everyday hero.

Set the stage in the morning by talking about the theme. Guide the theme throughout the day by looking for opportunities to bring it up. Be super consistent with your messaging! Then, Anchor it down at the end of the day by selecting a Camper of the Day who exemplified your theme.

Then, there's the participation-based themes.

This is just super fun and cool for the campers. Examples include:

- **Crazy Sock Day:** Campers arrive to camp with the craziest socks they can conjure.
- **Crazy Hat Day:** Keep the fun going with having the campers decorate or create crazy hats to bring with them the next morning.
- **Dress the Counselor Day:** This one is a blast for the kids. Best done towards the tail-end of camp, allow the campers to bring in whatever they want their Counselor to wear for the second half of the day!

Being part of a team also entails participation as well as encouraging others. Whatever the kids come up with is to be celebrated if they put in the effort!

5. Communication is the Glue

Beyond the given communication with parents/campers as they drop off and pick up, another strategy that works extremely well is to post as many pictures and videos as possible on the dedicated camp social media outlets.

Do this is as close to real time as possible. This will have the parents feeling as if they are there with their kids. It also gives them a sense of safety and comfort to see their children having the time of their lives.

It is easy to get exposure when those same parents are liking, commenting and sharing all those posts?

With a very captive audience, it's also easy to sell any services, apparel or products the camp may provide as well as continue to anchor your positive messaging!

At the end of the day: did your camp enrich the lives of the campers and the staff? At the end of the session: is there a tremendous sense of community, self-confidence and love for camp?

If so, job well done! The camp will grow each and every season, while others fade away.

Offerings

We currently plan to offer the following programs:

1. Year around programing
 - a. Weekend Camps
 - b. Horseback Riding
 - c. Laser Tag Course
 - d. Rope Course
 - e. Building rentals
 - f. Swimming (seasonal)
 - g. Recreation Fields
2. Summer Camp (8-10 weeks)
 - a. One-week Sessions

- b. Two-week Sessions
- c. Full Summer Session

3. Clinics/retreats

- a. Office Retreats
- b. Sports Clinics
- c. Boy Scouts/Girl Scout Retreats
- d. Specialty Camp Retreats

Marketing Strategies

Much of our success in the first 24 months of operation will be attributed to aggressive marketing. We will consistently market to new prospects as well as current and past campers of all camps. Typically, our marketing efforts are split evenly between external and internal marketing. Here some of the strategies that have worked well for us which we plan to pursue.

EXTERNAL MARKETING

External marketing has generated over 60% of our new business with direct mail campaigns generating the majority of that business. As we continue to grow, external marketing will play a crucial role in our success.

DIRECT MAIL

We typically target 300-500 homes each month and send them a long copy approach and has a strong call to action and a special offer. We target households with an income of over \$40,000 that have children.

PRESENTATIONS

We aspire to give at least one presentation each month. We target the following locations:

- 1) Social Groups (Lions Club, Kiwanis Club, Jaycees, Church Groups, etc.)
- 2) Businesses
- 3) Schools

PUBLICITY

Publicity has been very valuable for our business. We consistently send out press releases to local media and are regularly quoted in local periodicals. These press releases have also led to television interviews, a column in a local journal and a feature newspaper article.

INTERNAL MARKETING

Internal marketing is not only crucial for our business in the generation of referral business, but it also dramatically increases the lifetime value of our current camper base.

EMAIL, FACEBOOK & SOCIAL MEDIA

211 Central will be marketing using direct emails, Facebook, and other Social Media platforms.

Financial Plan:

1. Use Wild Space Public Places Money to bring camp up to operational standards
 - a. Clean, paint and repair bunk dorms
 - b. Clean and repair pool
 - c. Clean and repair recreation/common buildings (kitchen)
 - d. Level and repair recreational fields
 - e. Repair or replace board walk
 - f. Repair or replace stables
 - g. Clean and repair horse pasture and riding ring
 - h. Repair or replace dock
 - i. Repair grounds around water
 - j. Repair trails/trail buildings
 - k. Repair all other grounds
 - l. Install RV hookup on property
 - m. Other capital project deemed necessary
2. County pays 211 Central \$250,000.00 per year for overall management of the park/camp. (5% increase annually)
3. Revenue Split 85% (211 Central) /15% (County)
 - a. 211 Central pays for all Staff/Contractors associated with operations of the park.

- b. County takes care of all Capital repairs/replacements
 - c. County pays for all maintenance of the park
- 4. WSPP money Annually allocated to camp for Capital Projects.
- 5. 211 Central is responsible for all outside contractors associated with operations of the park. 211 Central will negotiate pay structure. County will receive 15% of what Be Yourself collects as revenue. (for example)
 - a. Horse riding origination
 - b. Rope course instructors
 - c. Laser Tag operator
 - d. Other contract operators
- 6. County agrees to pay all utilities (power, water, cable, internet)
- 7. County agrees to provide all lawn maintenance
- 8. County agrees to all pet control of premises
- 9. All buildings on property will be under the control of 211 Central
- 10. 211 Central has the right to grant Staff/Security to live on property.