



Camp Fire

**ANNUAL
REPORT
2012**

Light the fire within

Friends, Colleagues, and Youth Advocates,

As we write our introduction to Camp Fire's Annual Report, we reflect on the past year with satisfaction in work well done. More important, we are proud of our organization for stepping up to challenges and meeting them.

2011–2012 was a year of achievements...and continued transformation. The three strategic priorities we outlined last year were pursued with deliberation and a focus on achieving results critical to our success. A few of our many highlights include:

- Conducted the first comprehensive market study of customers, target audiences, and competitors. The resulting data served as the foundation for our brand redesign—a logo and tagline that are bright, contemporary, and, most important, reflective of the organization we need to be to reach today's youth and families. We've also introduced a new Promise, replacing our current Mission Statement, which expresses clearly and eloquently why and how we do what we do.
- Increased efficiencies through streamlined processes. In an age of scarce staff and too few system resources, this effort resulted in measurable increases in productivity.
- Secured \$2.6 million over the next three years through two new national funding partners. The Thrive Foundation for Youth's investment of \$1.6 million supports implementation of the Thriving framework system-wide. New York Life's investment of \$1 million supports capacity requirements specific to that implementation. No less than 85 percent of each grant will be invested directly in Camp Fire councils to support implementation costs.
- Became the first and only national youth development organization to implement the Thrive Foundation for Youth's theory of change system-wide. This framework builds upon neuroscience and human development research conducted by the late Dr. Peter Benson and the Search Institute, Dr. Carol Dweck's work around growth mindset, and Dr. Richard Lerner's research on goal management skills.

Yes, 2012 was a great year! And, as we launch 2012–2013, our commitment to deepen impact and serve more youth and families has never been stronger. Of course, we are still on a journey. Much work remains. The magnitude of our success will be entirely dependent upon the degree to which new and existing Camp Fire parents, funders, donors, and corporate and community partners step in and step up to support and invest in our efforts.

Though Camp Fire values have not fundamentally changed since our organization was founded in 1910, our society, our youth, and our families have. We use new language. We live with instantaneous access to information. We confront new issues. Marching forward as one unified organization, Camp Fire will embrace these new realities, proactively speaking for a new generation of young people. We're ready to light the fire within.

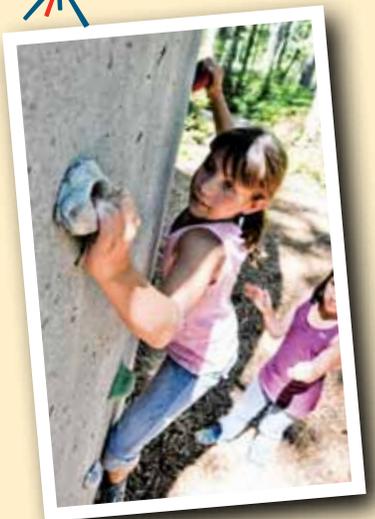
Thank you for your continued support.



Elizabeth Darling
Chair, National Board of Trustees, Camp Fire



Cathy Tisdale
President and CEO, Camp Fire



"If it weren't for Camp Fire, I don't know if I would have had the chances I've had. I found the support I needed and opportunities I never saw coming my way."

Angie P., 11th grader

Our Promise: Young People Want to Shape the World

Camp Fire provides the opportunity to find their spark, lift their voice, and discover who they are. In Camp Fire, it begins now. Light the fire within

Over the past 12 months

Camp Fire has demonstrated what a committed, talented organization of individuals can achieve when they unify behind a shared purpose. The three

strategic priorities outlined in last year's report are guiding us in the right direction. The 2012 Annual Report not only details

our financial position, it demonstrates—through the words of youth and Camp Fire champions—the impact we're having on young lives.

Three Strategic Priorities

1. Brand Revitalization.

Research, conducted over 15 months, confirmed Camp Fire offers what youth and families say they want and need. Consistently, we heard:

- Camp Fire is led by professional, caring adults using proven methods. Leaders are passionate, well-trained role models, encouraging young people to be all they can be.
- Camp Fire is open to everyone. We embrace the uniqueness of every youth, teen, and family we serve.
- Camp Fire is participant-centered—youth identify their sparks, passions, interests, and skills. Youth are actively engaged and are given a voice, which helps build self-esteem and self-reliance.
- Camp Fire helps youth develop abilities now. We provide a strong foundation for kids, so they can prepare for the present and the future.

2. Build a 21st Century Business Model

Over the past year, the New York Life Foundation and the Thrive Foundation for Youth confirmed their commitment



New York Life Foundation



thrive foundation for youth

to Camp Fire through a total of \$2.6M in grant funding. Through this funding, Camp Fire began to actualize a critical component of its 21st Century business model—generating investment revenue that supports both the system and councils. In addition, a partnership was formed with Growums, a product that directly aligns with Camp Fire's programmatic focus on healthy living and family-centered outdoor activities. It also will produce, over time, unrestricted revenue for councils and national headquarters.

According to Carol Welsh Gray, Executive Director, Thrive Foundation for Youth, **"Camp Fire provides a road map for growing young people's confidence and abilities to shape their destinies and reach their full potentials. When young people grow strengths and receive adult social support, they are more likely to show indicators of thriving that help them be all they can be."**

3. System-Wide Organizational Effectiveness

Became the only national youth development organization to implement the Step-It-Up-To Thrive methodology system-wide.

Launched partnership with The TCC Group and implemented TCC's Core Capacity Assessment Tool (CCAT) at national headquarters and across the council system.

80% of councils have implemented nationally directed Youth Program Quality Assessment (YPQA). 87% implementation of Camp Fire Program Quality Improvement Process (CFPQI).



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Connection

"Since implementing Thrive, our council has been using more intentional efforts in spending time with kids—talking about future pursuits, discovering sparks. We now use goal management strategies in real-life scenarios. The Thrive program has encouraged us to reach out to other venues and demographics of kids, ones we may not have considered before. Our council is better due to the Thrive Initiative. It has enabled us to offer a richer, more in-depth program to our older youth."

Sarah Graves,
Program Director,
Camp Fire Heart of the Hawkeye

Financial Highlights

Financial information is based on the audited financial statements for the year ended June 30, 2012. The complete financial statements have been determined to present fairly, in all material respects, the financial position of Camp Fire National Headquarters as of June 30, 2012 and the changes in its net assets and its cash flows for the year then ended, in conformity with accounting principles generally accepted in the United States of America.

The financial statements do not include the financial position or activities of the local councils or other affiliated organizations. The total revenue generated by the chartered councils aggregates approximately \$50 million.

Audited financial statements are available on the organization's website, www.campfire.org, or by contacting Camp Fire National Headquarters, Finance Department, 1100 Walnut Street, Suite 1900, Kansas City, MO 64106-2197.

Statement of Financial Position

	<u>June 30, 2012</u>
Total Current Assets	\$ 2,513,589
Total Long-Term Assets	<u>3,321,621</u>
Total Assets	<u>\$ 5,835,210</u>
Total Liabilities	\$ 686,334
Net Assets	
Unrestricted / Board Designated	2,031,508
Temporarily Restricted	2,401,642
Permanently Restricted	<u>715,726</u>
Total Net Assets	<u>5,148,876</u>
Total Liabilities and Net Assets	<u>\$ 5,835,210</u>

Statement of Activities

	<u>Year Ended June 30, 2012</u>
Total Revenues, Gains, and Other Support	\$ 4,864,638
Total Expenses	3,833,192
Unrealized Loss on Investments and Trust	(45,228)
Change in Net Assets	<u>\$ 986,218</u>

Functional Expenses for Year Ended June 30, 2012

Programs for Youth

Research, development, and evaluation of programs for youth and families through Outdoor Education/Camp, Out of School Time, and Teen Leadership; access to program quality intervention tools and supports for councils; program design, testing, and innovation; regional and national training in support of effective program delivery.

Services to Councils

Council Effectiveness assists councils in improving organizational performance so they are better equipped to effectively deliver high-quality programs and achieve our Camp Fire Promise. Strategies are developed in partnership with council leadership, to increase knowledge, interest and skills related to enhancing organizational effectiveness.

Community Relations

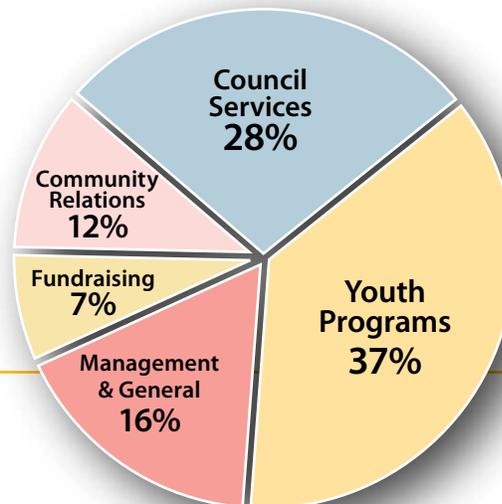
Public relations and media support to increase awareness of the organization's programs and services; development of products and materials that support program and service delivery.

Fundraising

Cultivation and development of resources—foundations, corporations, individuals and governmental sources—that support the organization's mission.

Management and General Administration

Expenses that benefit the entire organization and cannot be reasonably allocated to other functional classifications. This includes business functions, such as accounting, human resources, executive oversight and management, regular convening of the national board of trustees, and annual meetings of the organization.



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Personal Confidence

"Growing up being bullied and lacking self-esteem, I feel a responsibility to share with others the hope and promise that those experiences do not have to be permanent. In fact, because of my experiences as a Camp Fire mentor, I changed my college major from marketing to social work."

Chelsea W., Camp Fire Mentor

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*Term concluded December 31, 2011



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Strengthened Adult Relationships

When 14 Camp Fire camp counselors took their summer programs to 22 remote villages scattered around rural Alaska, they returned eager to tell of their life-changing experiences . . . over and over again.

The cultural conflicts that arise from western cultures meeting Native American, indigenous communities can be the hardest on youth. Elders cheered as they saw their kids returning to the essence of a life built around culture and the natural world.

"I haven't seen our community come together like this for years!"

Sammy, Jr. of Nikolai Alaska,
(population 90)



Light the fire within



Inclusion

"Camp Fire Lone Star's after-school program includes refugees from countries around the world. Though many have fled their countries due to civil war, famine, or political uprising, Camp Fire program staff work diligently to create an atmosphere of safety, belonging, and camaraderie. Youth happily share their languages with one another and work together like a true team. These kids make it look easy! I often wonder why, as adults, we can't be as accepting and as inclusive as these young people. I think we all could definitely learn a lesson from them!"

Sheri Hemby, Program Director,
Camp Fire Lone Star

