



# **Swamp Camp Mission Alliance**

## **Business Plan**

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Last Revision - January 2026

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## 1.0 Executive Summary

Isaac Newton said, “*We build too many walls and not enough bridges.*” Whenever there is a chasm, it’s bridge builders that are needed. How true in regard to the ever-present “generation gap.” How true in a broader, post-modern Christian context. Historically, there have often been gaps between the generations, especially in biblical history. We have a chance to do something rarely sustained in Judeo-Christian history: the Older Generation and the Next Generation working together for the same cause: to make God known and to experience His love and Jesus’ teachings. Swamp Camp Mission Alliance (S.C.M.A.) can provide the bridge-building mechanism, via its *Swamp Corps* process, to bring this concept to reality and act as a catalyst for creating an alliance rarely experienced and so greatly needed. In this sense, S.C.M.A. does not function as a symbolic bridge-builder, but as a structural one—intentionally connecting generations, resources, leadership pipelines, and governance systems so that faith transmission and servant-leadership development can be sustained across generations.

**Swamp Camp Mission Alliance exists as the catalytic organization designed to mobilize capital, governance, leadership development, and long-term continuity in order to sustain and multiply the global impact of Swamp Corps.**

**While Swamp Corps serves as the primary generative program establishing perennial camps wherever invited, S.C.M.A. ensures these efforts are strategically resourced, responsibly governed, and intentionally scaled without dilution of culture or mission.**

In Swamp Corps' third year, Co-Director Jennifer Rorabaugh, made a rather prophetic, albeit back-burner, observation. She said, “*the Older Generation planted churches, the Next Generation will plant camps.*” This insight has sat long enough and is ready to come to fruition. Why is this true? Because of the broader ecclesiastical context in which the Next Generation find themselves that has changed the missional landscape relative to the Older Generation. On some level, the younger generation goes to “their parent's church” and they are searching for their place to make a difference in the wider Christian movement. In addition, they have become wary of the way missions has been discussed; this, combined with greater awareness of institutional failures in education, religion, politics, economics, and marriage, to name a few, has tainted their view of postmodern Christianity resulting in a watchful, even leery, view of the older outreach models. And yet, per the Barna Group's

extensive [Gen Z research](#) and our own experiences over the last few decades, the one thing they long for is Jesus and a return to his organic movement.

The S.C.M.A. Swamp Corps model allows for the Next Generation to find its place in our collective desire to present Jesus and the gospel to a broken world and to guide a forlorn generation back to an organic Jesus focus; in this way, as they establish camps, they parallel what the Older Generation is doing in planting churches and revive the true spirit of Jesus' missionary desire. Success is measured by the number of perennial camps established, leaders trained and developed, and camps successfully transitioned to local ownership while maintaining the distinctive Swamp Camp culture.

### **1.1 Mission**

Partnering with God to Bridge the Generations and Fulfill Psalm 72:5.

## **2.0 Organization Summary**

Swamp Camp Mission Alliance serves as the governing and resource-mobilizing organization, while Swamp Corps operates as its primary programmatic arm responsible for establishing and training host communities to sustain perennial Swamp Camps. Swamp Corps is dedicated to training host communities to establish a perennial camp, to the shaping of future leaders, and to the development of their campers' spirituality and character. In doing so, we take a comprehensive approach to helping participants and host communities succeed:

- 1) Swamp Corps provides skillful leadership, experience campers, and resources for a successful inculcation of Swamp Camp culture to the host community.
- 2) Swamp Corps offers missional leadership experience and training for its participants.
- 3) Swamp Corps is relentlessly committed to its mission.

### **2.1 Legal Entity**

Swamp Camp Mission Alliance is a sister organization to Swamp Camp Services, Inc aka Camp Swamp located in Penfield, Georgia, United States. We contractually are able to use Camp Swamp's proprietary processes and materials to meet our mission via its key generative process, Swamp Corps. A policy-making board meets quarterly. We are a 501©3 organization, EIN: 99-3800291.

## 2.2 Budget Summary

S.C.M.A.'s budget intentionally prioritizes leadership, training, and travel as mission-critical investments rather than administrative overhead. Establishing perennial camps and developing leaders across cultures is inherently relationship-driven and labor-intensive, requiring experienced personnel to be present, engaged, and consistent over time. This cost structure reflects a commitment to sustainability, cultural fidelity, and long-term impact rather than short-term expansion.

The following table presents a three-year budget with anticipated expenses. A home office is assumed and already equipped.

Table: 2026-2028 Budget

Category	2026	2027	2028	Of Total
<b>Fundraising</b>	\$9,404	\$9,000	\$8,000	2.8%
<b>Administrative:</b>	\$45,428	\$58,800	\$65,450	17.9%
Credit Card Fees	\$1,400	\$1,800	\$2,200	
Liability Insurance	\$7,000	\$8,000	\$9,000	
Office / General Admin	\$6,000	\$7,000	\$7,000	
Payroll & Taxes	\$29,716	\$40,000	\$45,000	
Telephone / Internet	\$1,313	\$2,000	\$2,250	
<b>Leadership</b>	\$67,127	\$70,000	\$125,000	27.7%
<b>Training Related</b> (Program Leadership, Airfare, Camp Fees, Transportation, Visas, Lodging, Equipment)	\$128,656	\$157,700	\$201,550	51.6%
<b>Grand Total</b>	<b>\$250,615</b>	<b>295,500</b>	<b>\$400,000</b>	<b>\$946,115</b>

Additional funding directly increases S.C.M.A.'s capacity to accept new invitations, deploy experienced Swamp Corps leaders, accelerate leadership development within host communities, reduce operational bottlenecks that limit sustainable expansion, and prepare intentionally for leadership succession.

### 2.3 Locations and Facilities

Executive and operational offices will be located at 3605 New Holland Drive, Wilmington, North Carolina 28412.

## 3.0 Benefits and Services to Investors

Investors in Swamp Camp Mission Alliance participate in the creation of a sustainable system that perpetuates Christian faith, servant-leadership, and generational partnership through the establishment of perennial Swamp Camps worldwide. An investor...

- Leaves a legacy of Christian faith and servant-leadership to the Next Generation giving young people a space to belong and grow in their faith; after all people who belong, believe.
- Has the chance to take part in the perpetuation of faith from one generation to the next fulfilling Jesus' great commission and the joy of making a difference in the life of a young person that leads to a spiritually productive life.
- Is filled with greater levels of satisfaction: knowing Jesus' teachings will continue into the future bringing to mind of all that Jesus has done for you surfacing deep feelings of gratitude and thankfulness. (We call our donors, investors, for this purpose as they *invest* in the future not just donate for the present.)
- Is offered a key role in breaking a pattern often seen in the Bible and throughout the generations of not passing down faith from one generation to the next; think of the immense pleasure this brings as you keep faith alive and help raise new servant-leaders who will continue the trend.
- Creates a sense of assurance in salvation and faithfulness to Jesus' teachings to "*go and make disciples teaching them to obey everything I have taught you*," and to inspire young hearts that "*love God with all their heart, mind, soul and strength*," assuaging any guilt or shame, which may come, from using resources for temporal or non-eternal pursuits.
- Facilitates the raising up of the next generations of leaders to reinvigorate churches and continue to build on the work that has already been done.

Investors perpetuate Jesus' ministry in the face of competing requests and desires and provide a legacy opportunity that will allow children all around the world the opportunity for belonging and the experience of learning Christian faith and love becoming one who serves others and passes on Jesus' teachings to the next generation who, in turn, will pass it on to the next generation, and so on.

### **3.1 Alternative Providers**

While many organizations offer short-term mission experiences or youth service opportunities, Swamp Corps is intentionally designed to complement these efforts by establishing perennial infrastructure within host communities. Its focus is not on one-time events, but on the long-term cultivation of camp culture, leadership development, and annual traditions that endure for generations.

### **3.2 Printed Collaterals**

The organization has a an Executive Summary and Appeal but no formal printed materials. The organization has a website. Because our market is very specific, public presentation and word of mouth networking are the most natural avenues. Plans are being made to increase search engine optimization for potential online investors.

### **3.3 Fulfillment**

Principals will provide fulfillment. At this point there is one principal. As S.C.M.A. meets its fundraising schedule, it can then commence with hiring the complete staff. One key to success is the leadership succession plan as the cultural exchange and establishment is dependent on Executive Director and Swamp Corps Program Director positions.

### **3.4 Technology**

We will be internet-based. A website presence is assumed, not only for marketing and application processing, but also for communications, investments and sponsor information.

### 3.5 Future Services

Counselor and director training is the most promising of extended services. As funding allows, S.C.M.A. provides airfare and lodging for host community directors and/or counselors to travel to various sites for training and camp implementation during the three-year training process.

## 4.0 Market Analysis Summary

S.C.M.A.'s initial investor base is rooted in the International Churches of Christ and related reformation movement communities, where strong relational trust and alignment already exist. As the organization matures, S.C.M.A. intends to broaden engagement to include the wider evangelical community, Swamp Camp alumni, and legacy-minded individuals and organizations seeking sustainable next-generation impact without compromising theological or cultural alignment.

### 4.1 Pricing Strategy

Investors can donate at any level.

### 4.2 Fundraising Strategy

Refer to section 2.2 for budget information.

### 4.3 Strategic Alliances

While we envision no formal strategic alliances other than with our sister organization, Swamp Camp Services, Inc., personal relationships with church, civic and organizational leaders among the host communities are important for the sake of references and invitations. Many of these relationships already exist.

## 5.0 Management Summary

In its early stages, S.C.M.A. intentionally operates with a lean leadership structure, requiring senior leaders to balance strategic oversight with direct program involvement. This approach



ensures mission alignment, protects organizational culture, and accelerates learning, while maintaining a clear intention toward leadership succession and role separation as capacity and funding increase.

The central challenge to growing an organization is in the first two years. During this period the organization, small in size, cannot afford to designate a single individual to the exclusive growth of the organization. Rather, the leader must also be active in the field. Therefore, the roles and responsibilities will be delegated to one principal, the Board of Directors and volunteers until the organization's funding schedule is realized. Refer to the Swamp Camp Mission Alliance Value-Driven Management System for a detailed presentation of the management operating philosophy.

## 5.1 Organizational Structure

S.C.M.A. is currently led by a key principal who acts as the Executive Director and Swamp Corps Program Director coordinating the activities of the Executive Management Team and the Swamp Corps program, respectively. As funding goals are realized, the Executive Director and Swamp Corps Program Director roles will be separated to enhance operational focus, scalability, and leadership sustainability.

### Current Staff:

Executive Director/ Camp Program Director: Jeff Rorabaugh

Jeff comes to Swamp Corps with over 35 years of service, working with youth of all ages. He has been involved in the planning and leadership of Camp Swamp for most of those years. He has been a full-time and volunteer youth minister and has worked with kids in the Greater Atlanta, Denver, Kansas City, Athens, GA, and Wilmington, NC areas. He holds a Bachelor degree in Chemistry from the University of Georgia and a Master's of Science in Operations Management from Georgia State University. Jeff has worked with the likes of The Coca-Cola Company, Scientific Atlanta, Atlanta Church of Christ, Frito-Lay, and Power Partners holding various operations management positions and comes to Swamp Camp Mission Alliance with much needed project management, train-the-trainer, budgeting, and leadership skills. His passion is to see the world made a better place by working with tomorrow's leaders today.

Communications Director: Shikha Lagali

Shikha is a Mass Communication graduate with a strong background in social media marketing, content writing, and digital strategy. Throughout her career, she has worked with various organizations, helping them build and strengthen their online presence through engaging content, strategic marketing campaigns, and data-driven storytelling. Her expertise includes developing compelling brand narratives, managing social media platforms, optimizing content for diverse audiences, and analyzing performance metrics to drive growth.

She has a keen eye for detail and a passion for crafting meaningful messages that resonate with people. Whether developing content strategies, writing persuasive copy, or designing campaigns aligned with organizational goals, Shikha approaches each project with creativity and intentionality. Her ability to understand audience behavior, combined with her love for storytelling, enables her to create impactful digital experiences that connect, inspire, and engage.

Beyond her professional work, Shikha has had a heart for ministry from a young age and is deeply committed to guiding the next generation toward understanding God's love. She enjoys singing, dancing, and creating fun, engaging ways for children to learn about Jesus. Her faith serves as the foundation of her work, and she strives to bring joy, encouragement, and truth into the lives of the children she mentors.

With her creativity, strong communication skills, and genuine ability to connect with people, Shikha brings both strategic insight and heartfelt purpose to everything she does. She looks forward to continuing to use her gifts to serve God and make a meaningful impact in her work and community.

Mission Awareness & Social Media Manager: Priscila Cruz

Karen joined Swamp Corps in 2021

Business Administrator: Karen Todd

Karen joined Swamp Corps in 2021 with more than 15 years administration experience that includes being part of the team that launched Swamp Camp South Africa in 2012. She has been a volunteer Children Ministry coordinator and a full-time church employee responsible for event management and communication. She hopes to assess and optimize existing processes and infrastructure to ensure maximum efficiencies S.C.M.A.

and those activities that impact the staff, the host community, those volunteering to serve and those participating in all Swamp Corps events.

## 5.2 Personnel Plan

Attracting and retaining qualified personnel is central to success. Therefore, it is important to reflect on the factors influencing this area. In priority order for many candidates is:

1. A passion for the S.C.M.A. mission.
2. Skills to achieve the position objectives to achieve the mission.
3. Value spirituality and collaboration and have examples of the behaviors emanating from these values.
4. Personal growth and development.
5. Money. Starting salaries based on competitive market trends.
6. Opportunity to travel.

Combining these six factors we envision attracting those who have reached a mid-point in their career where money is important, but not the sole driving factor in their employment decision. The success S.C.M.A. is paramount to obtaining the right leaders who understand the mission and have the values to support the culture of the organization. These are the people we seek. A primary responsibility of the Executive Director is to seek out individuals who wish to apprentice themselves to a position in the leadership succession for his position and the position of the Program Director and ensure the right people are in the right place. These positions can be one in the same person. In time, these two positions will be separated to more efficiently meet mission objectives.

### 5.2.1 Personnel Job Summary

Executive Director: Full accountability for Swamp Corps operations: fundraising, staffing, marketing, purpose, mission, and training.

Swamp Corps Program Director: Work with host community camp directors and liaisons to communicate requirements, establish expectations, and design camp agenda. The Corps Program Director will lead the actual camp sessions. Train future camp leaders.

Business Administrator. Overall responsibility for office administration and organization support such as payroll, financial bookkeeping and reporting, manuals, communications, and designated extras by the Director.

Table: Personnel Plan

<i>Personnel Plan (total cost to company)</i>			
	Year 1	Year 2	Year 3
Executive Director	\$0	\$85,000	\$90,000
Corp Program Director	\$77,500	\$77,500	\$80,000
Business Administrator	\$7,000	\$12,000	\$15,000
Total People	2	3	3
<b>Total Payroll</b>	<b>\$84,500</b>	<b>\$174,500</b>	<b>\$185,000</b>

## 6.0 Financial Plan

S.C.M.A.'s financial planning is based on conservative assumptions and a mission-first posture that prioritizes sustainability, leadership development, and cultural integrity over rapid expansion.

### 6.1 Key Financial Allocations

S.C.M.A.'s primary allocations are Training-Related (50%), Leadership (30%), and Administration (20%).

### 6.2 Fiduciary Care

Financial performance, operational metrics, and mission alignment are reviewed through S.C.M.A.'s Value-Driven Management System (attached), ensuring transparency, accountability, and continuous improvement while safeguarding the organization's spiritual and cultural foundations.