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| **Outstanding Program:**  Provide meaningful and memorable experiences that develop children, strengthen community, and ignite a lifelong commitment to Jewish values. | 1a. **Evaluate and Strengthen Summer Program:** Establish Program Evaluation Committee to help assess current programs and review new program innovations. To start, review the developmental progression of summer programming from youngest to oldest, the integration of Judaics, sports, arts, and use of the waterfront. Improve program reporting to the Board. *(List responsible individuals here – including their positions on the board or a committee)* |
| 1b. **Monitor and Grow Year-Round and Life-Long Programs:** Create Task Force (under the Program Evaluation Committee) to help evaluate opportunities to strengthen and expand year-round programming to people of all ages, establish goals and budget, present plan to the Board, and monitor impact in the first few years. Within this framework, develop youth “in-city” programming to attract and retain campers, as well as develop alumni programs to concentrate on events that engage multiple generations of alumni with a concentration on former camp staff. *(List responsible individuals here – including their positions on the board or a committee)* |
| 1c. **Innovate and Expand Program:** Continue the practice of applying for grants and seizing opportunities for program innovation and expansion for which the camp is recognized as a leader across the country. Clarify procedures for Board consideration with committee and task force listed above. *(List responsible individuals here – including their positions on the board or a committee)* |
| 1d. **Communicate Our Strengths:** Tell the story of the camp’s innovation and excellence in programming, focusing on the strengths of diversity that we provide as a community camp. Develop a marketing campaign which reaches out to alumni (engaging alumni with their past and our present), potential campers/ families and current campers/families. (recruitment and retention activity) *(List responsible individuals here – including their positions on the board or a committee)* |
| **Outstanding People:**  The heart and soul of this organization is the professional skills, compassionate care, deep commitment, and Jewish values of our year-round staff, young adult summer camp staff, and many volunteers. | **2a. Invest in Youth Leadership:** Continue to strengthen teen leadership programs for our oldest campers. Develop a young adult camp staff ambassadors program to recruit campers during the school year. *(List responsible individuals here – including their positions on the board or a committee)* |
| **2b. Review Year-Round Staffing Needs:** Anticipate growth by assessing future staffing roles, skills, and responsibilities needed to implement this strategic plan. Define expectations, propose additional positions, and/or make changes, and invest in professional development as needed. *(List responsible individuals here – including their positions on the board or a committee)* |
| **2c. Boost the Board:** Recruit the best Board Leaders by strengthening the active work of the Board Governance Committee, and improve succession planning of Board leadership and committee chairs. *((List responsible individuals here – including their positions on the board or a committee))* |
| **2d. Involve Volunteers:** Invite, engage, involve, and celebrate twice as many volunteers in service to the camp to help with events, year-round programming, service projects, and committee work. Create clear roles and responsibilities of volunteer lay leadership. *((List responsible individuals here – including their positions on the board or a committee))* |
| **2e. Develop a Personnel Committee:** Develop a working Personnel Committee to review personnel handbook, benefits packages, and issues that may arise concerning staff. *((List responsible individuals here – including their positions on the board or a committee)* |
| **Outstanding Place:** Implement the master facilities plan and site improvements with phased construction through 2019 to enhance our program delivery. | **3a. Build New Facilities:** Facilities Committee will oversee construction of the master plan to vastly improve the campsite and its programs. *(List responsible individuals here – including their positions on the board or a committee)* |
| **3b. Enhance Rentals and Retreats:** Monitor improvements to rental program and the utilization of year-round internal programming at camp. *(List responsible individuals here – including their positions on the board or a committee)* |
| **3c. Ensure Maintenance:** Create facilities management manual and maintenance schedule with budget estimates to ensure improvements are maintained over time. *(List responsible individuals here – including their positions on the board or a committee)* |
| **3d.** **Care for the** **Environment:** Steward the natural environment with the new nature center, water front restoration, harmonious landscaping and construction design that enhance the natural setting, move structures to create more green open space on the site. *(List responsible individuals here – including their positions on the board or a committee)* |
| **Growth:**  Grow philanthropic investment to realize this plan. Expand the total number of campers from xxx per session to yyy by 2020. Increase the total number of people of all ages attending programming throughout the year. | **4a. Raise Significant Resources:** Raise an estimated $X.X Million in two phases of construction over the next Y years. Work with the Development Committee to create a plan that will increase annual donations through alumni and auxiliary (friends’) combined from $500,000 to $750,000 annually over the next 5 years. *(List responsible individuals here – including their positions on the board or a committee)* |
| **4b. Legacy & Endowment:** Work with Legacy Society Chairs to build relationships with our current members and to expand our legacy society by 10 families per year with a goal of 150 members by 2020. Raise $1 million for program and scholarship endowment when capital campaign is completed. *(List responsible individuals here – including their positions on the board or a committee)* |
| **4c. Plan for Growth:** Create a long-range business plan for growth of campers and camp staff that align with phases of construction and program growth, including a robust 10-year business model, Communication Plan, and a Marketing and Recruitment Plan. *(List responsible individuals here – including their positions on the board or a committee)* |
| **4d. Strengthen Community Partnerships:** Link program innovation, increased year-round programming, and improved camper recruitment to stronger and more strategic partnerships throughout the Jewish Community and wherever our camper families live. *(List responsible individuals here – including their positions on the board or a committee)* |
| **4e.** **Celebrate the camp’s XXth anniversary in 20??):** Realize the goals of this strategic plan by the camp’s XXth anniversary and celebration. Ensure incorporation of celebrations around finalizing capital campaign and raising endowment dollars. *(List responsible individuals here – including their positions on the board or a committee)* |