CAMP \_\_JCC Chicago Apachi Day Camps\_\_\_\_\_\_\_\_\_\_\_\_\_\_ PLAN PERIOD\_\_FY’23-FY’26\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

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| **MISSION**  **Whom we serve and why** | **VISION**  **Who we aspire to be** | **VALUES**  **What we never compromise** |
| **JCC Chicago Apachi Day Camps offer transformative experiences and meaningful connections inspired by Jewish values in a welcoming and inclusive environment.** | **JCC Chicago is a renowned not-for-profit institution, continually reimagining how to enrich lives, create connections and build community through every stage of life.** | **Ruach, Kehillah, Kavod, Tikkun Olam, Ometz, Chesed**  **Spirit, Community, Respect, Taking care of the world, Courage, Kindness** |
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| **STRATEGIC GOAL #1: To recruit and hire the highest quality**  **staff and be fully staffed each summer** | | **SUCCESS METRICS GOAL #1** |
| Obj 1 **Evaluate and refine staff incentives (e.g., discounts) and compensation (e.g., pay, internship, college incentive)** | | **We know we are successful when we have a structure that supports the Apachi day camp model of customer service, camper experience, staff support, and fully staffed with skilled counselors by June 1.** |
| Obj 2 **Survey to determine what is attracting and retaining staff year-over-year and converting campers to staff** | |
| Obj 3 **Define a full-time day camp staff structure and a plan for recruiting staff: short-term and long-term** | |
| **STRATEGIC GOAL #2: To grow and be successful:**  **Better year-round engagement with families** | | **SUCCESS METRICS GOAL #2** |
| Obj 1 **Plan and execute year-round engagement of campers and CITs, include survey parents to understand what they want for the kids.** | | **We know we are successful when EC, day camp and resident camp team members have developed and implemented a streamline transfer of EC to Apachi kids and Apachi kids to Camp Chi: sharing of information, ensure connecting the campers. Multi-year effort, phased approach.**  **We know we are successful when Apachi campers attend one or more events during the rest of the year. Evaluate the programs/events every three years to determine whether the program/event should continue; survey to determine whether the program/event is meeting the needs of the community. Lay out the schedule in the spring for the year.**  **We know we are successful when Apachi camper registration is resulting from other year round programs.** |
| Obj 2 **Define the playbook/master plan in terms of family engagement throughout the year** | |
| Obj 3 **Focus on the transition from EC to Apachi and Apachi to Chi.** | |
| **STRATEGIC GOAL #3: How to grow and be successful**  **Better year-round engagement with alumni** | | **SUCCESS METRICS GOAL #3** |
| Obj 1 **Create a comprehensive action plan for alumni engagement to include social media, events, etc.** | | **We know we are successful when we have created a plan for engaging Apachi alumni.**   * **First step is to collect information from the campers and staff.** * **Create an alumni advisory group of young adult and older.** * **Provide the ability for alumni to connect/network with each other.** |
| Obj 2 **Collect data about alumni: dedicated outreach to alumni to collect the data, integrate with the Apachi website, add to email signature to complete the alumni census** | |
| Obj 3 **Engage alumni in a variety of ways; volunteering, social connections, networking, giving, etc.** | |
| **STRATEGIC GOAL #4: More effective management of existing fac facilities** | | **SUCCESS METRICS GOAL #4** |
| Obj 1 **Create a comprehensive rental plan, which includes both benchmarking the number and type of staff that would be needed for each type of event and goals of numbers of rentals per site** | | **We know we are successful when we have a master facility plan for each facility:**   * **know what needs to be done and when it can or should be done,** * **multi-year lease,** * **multi-year rentals,** * **enable rental of camp area before and after camp** * **appropriate security** |
| Obj 2 **Create a master facility plan for each JCC site, owned and non-owned sites: identify the work that needs to be done in the short and long term. Identify the optimal life for each type of item used.** | |
| Obj 3 **Assess the risk of each site and facilities within the site, such as construction impact and pool and create contingency plans.** | |
| **STRATEGIC GOAL #5:** **Understanding, analyzing, and using**  **data** | | **SUCCESS METRICS GOAL #5** |
| Obj 1 **Survey families and set an objective for % of satisfactory levels with our different aspects of our year-round connection and summer experience, ex. We’d like to achieve a satisfactory level of 60% and above. Need higher response rate – how to achieve that? Keep it short and more relevant for parents** | | **We know we are successful when we use the data that can be collected to make decisions: marketing, program offerings, development, facility location and growth, when to open registration. Need to look at multiple years rather than a single year and the trends (e.g., increased number of Barrington kids).** |
| Obj 2 **Review to determine the data that we need and when should we collect it (e.g., registration, forms); do this annually** | |
| Obj 3 **Use existing data points, such as, camper retention, combination conversion, population bubbles, click-through and open rates on emails, registration timing (end of the early-bird)** | |