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| **Vision Statement: What it is** | **What it feels like** | **What it looks like for the organization (Who leads; by when)** |
| **1. PEOPLE:** Through their associations with Tawonga, campers, staff, Board, alumni and their families will feel part of a larger community dedicated to children, Judaism and Tikkun Olam while creating enduring relationships with their fellow Tawongans worldwide. Tawonga values will inspire them throughout their lives to better themselves and their communities and will guide them in their relationship with the world around them. Tawongans will actively foster the continuity of the camp experience for the current and next generation of Tawongans through supportive endeavors. | A **life-long** connection to Tawonga and Jewish Identity, and deep, meaningful peer relationships within Tawonga cohorts.  | 1a. **Engagement at Every Age:** Review current offerings to Camp Alumni, past and present staff, families, and friends of camp. Develop a three-year proposal for increased or new programming to all, with defined goals, staff needs, and proposed budget. *(Ken, E.D.; Staff. March 2015)* |
| 1b. **People Support:** Identify current and additional staffing needed to implement this strategic plan, specifically for 1a, 2b, 2c, and 4a-d *(Ken, E.D. and Staff; September 2014)* |
| 1c. **Communications**: Develop a communications plan using social media and other tools that ties the world-wide Tawonga community closer together *(Ryley and Staff; April 2015)* |
| 1d. **Board Process:** Board approves any new initiatives for life-long engagement (1a), plans for Summer Camp improvements (2a), new year-round programming at Camp (2b), new initiatives in communities (2c), requests for additional staff (1b). Timing for implementation will be based on budget projections from fundraising (4c), or other funding obtained from fees or general operating. After implementation, the Board helps assess progress towards goals and monitors impact. *(Board, and Ken, E.D.; 2014-2015, and on-going monitoring)* |
| **2. PROGRAMS:** Tawonga’s core objective will be the continuation of summer camp at our Tuolumne River site as a premier mountain camping and Jewish communal experience for children and families. Tawonga’s programs will expand by offering year-round opportunities for engagement at camp, in the Bay Area and beyond, and by embracing our diverse Jewish community.  | Tawonga continues **year-round** for our diverse Jewish Community both at camp and in the world. | 2a. **The Best Summer Camp:** Evaluate and innovate Tawonga’s Summer Camp program to ensure continued excellence *(Ken, E.D.; On-going)* |
| 2b. **Year-Round at Camp:** Develop proposal and business plan with budget and staffing requirements for programming, rentals, and retreats at Camp first in the shoulder seasons and eventually year-round. *(Ken, E.D.; Fall 2014 for implementation in 2015 and on-going)* |
| 2c. **Year-Round in Communities:** Develop three-year proposal with budget and staffing needs for year-round programming in communities with expected impact. This plan will most likely overlap with 1a above. (*Ken, E.D. and Staff; March 2015)* |
| 2d. **Partnerships:** Explore opportunities for collaboration and/or partnerships and establish strong working relationships with other Jewish organizations prior to implementing 2b and 2c *(Ken, E.D.; Prior to March 2015 and on-going)* |
| **3. PLACE:** Our Tuolumne River site will be well-maintained and enhanced with future facilities and structures that shall remain harmonious with the surroundings, fulfill our Mission and permit us to serve diverse groups in all seasons. | Tawonga’s **location** inspires an experiential expression every season of the year. | 3a. **Plan for the Place:** Complete detailed Master Facilities Plan *(Ken, E.D., Staff and Volunteers; December 2014)* |
| 3b. **Care for the Place:** Conduct thoughtful environmental assessment *(Ken, E.D., and Staff; prior to construction permits)* |
| 3d. **Build over time:** Plan phases of construction (Ken, E.D., and Staff; December 2014) |
| *4. Resources: To make this vision a reality, invite wide community support, welcome investment, and gather resources*.  | An outpouring of love and **support** from many, many people | 4a. **Capital Campaign:** Implement Capital Campaign of estimated $15-20 million with phases of construction *(Ken, Staff, Board, and Volunteers; phase 1 completed in 2014 and continue through 2020)* |
| 4b. **Annual Fundraising:** Raise $1.6 M in support for camperships and operations each year *(Ken, Staff, Board, and volunteers, annually)*  |
| 4c. **Start-up Funds:** Seek start-up funds to help implement new initiatives above *(Ken, Staff, Board, and volunteers, TBD)*  |
| 4d. **Endowment:** Build an endowment fund with 100 new Legacy members and current gifts *(Ken, Staff, Board, and volunteers; now until 2020)*  |