The Efficiency and Effectiveness of a One-Page Strategic Plan

Liz Barnett, Board Chair, URJ Eisner and Crane Lake Camps
Julia Riseman, Mentor, JCamp 180
**Mission:** Creating Adventure, Conveying Knowledge, Conserve Nature, Serving Community

**Vision:** Inspiring Passion for Nature and Saving Wildlife for Future Generations!

**FY 2009-11 OBJECTIVE:** (Name)  
'What' is Winning ...  
Inspire every visitor with wildlife everyday, by transforming all elements of their experience, to achieve our mission and build the financial stability to succeed long term.

**STRATEGIES:** (Captain)  
'How' we will Win ...  
1. **Engage Visitor's With Wildlife (Oehler)** - Inspire action through more personalized & innovative experiences that improve engagement with a superior animal and plant collection.

2. **Focus On The G.U.E.S.T. (Yelton)**  
Create an engaging and visitor-focused culture with outstanding customer service, facilities, and staff that encourages repeat visitation and family interaction.

3. **Promote Sustainability (Lucas)**  
Develop & utilize innovative approaches to reduce the environmental footprint of the zoo by 20% and engage our visitors for sustainability in their lives.

4. **Financial Strength (Swallow)**  
Support programs that drive net membership, daily attendance and revenue, while enhancing cost control everywhere in the organization.

**Calendar 2009 PLANS:** (Owner, Date)  
1a Refine and expand the programs to increase the frequency of personal wildlife encounters to reach 75% of our visitors (Feist/Ongoing)

1b Execute first phase to make research and conservation more relevant to zoo visitors (Plair/Sep 09)

1c Emphasize marquee animals & displays (Castaneda/Jul 09)

2a Build a new master plan approach to funding more opportunities for family fun interaction & superior visitor amenities (Fisher/Aug 09)

2b Identify ways to improve Zoo accessibility to make the experience safer, streamlined, and more welcoming (Yelton/Jul 09)

2c Build an ongoing research plan to assess visitor's needs and wants (Yelton/Jul 09)

3a Modify and incentivize staff and volunteer behavior to reduce energy consumption (Fisher/Jul 09)

3b Promote our green efforts to generate revenue and engage zoo visitors (Fisher/Jul 09)

3c Prioritize major maintenance projects to detail energy reductions and prioritize buildings as funding becomes available (Fisher/Ongoing)

4a Grow total membership by growing renewal levels and increasing new member HH's (Amrine/Ongoing)

4b Grow total visitor revenue by optimizing attendance mix and driving in park group events that maximize the Zoo experience (Ragone/Ongoing)

4c Strengthen marquee events/education that drive visitor participation

---

**GOALS:**

<table>
<thead>
<tr>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>FY08: 01,389,093</td>
<td>$938,631</td>
<td>982,043</td>
<td>45%</td>
<td>N/A</td>
<td>$319,763</td>
<td>8,411</td>
<td>79.3%</td>
<td>03,172,392</td>
</tr>
<tr>
<td>FY09: 01,793,098</td>
<td>$994,498</td>
<td>1,000,000</td>
<td>376,430</td>
<td>75%</td>
<td>$389,498</td>
<td>94,474</td>
<td>65%</td>
<td>02,403,984</td>
</tr>
<tr>
<td>FY10: TBD</td>
<td>TBD</td>
<td>TBD</td>
<td>TBD</td>
<td>TBD</td>
<td>$301,900</td>
<td>8,257</td>
<td>TBD</td>
<td>TBD</td>
</tr>
</tbody>
</table>

---

*Note: FY09 and FY10 data not available.*
Strategic Planning Cycle
Living Document

Mission + Vision

- Goal #1
- Goal #2
- Goal #3

- Planned Actions
- Who leads?
- Expected Outcomes
Case Study:

The process for making a one-page plan
URJ Eisner and Crane Lake Camps

• Two camps, one 32-member advisory board
• More than 1500 campers per summer representing 135+ synagogues in the Northeast
• Unified mission, Jewish programming, scholarship fund
• Distinct camp programming, leadership, culture, capital needs
• Non-fiduciary board
Strategic Priorities Planning Process

Assemble Committee → Offsite Mtg w/ Directors (Oct 2018) → Prep for Board

Board Retreat (Nov 2018)


Progress Reports (Apr 2019 - present)
Strategic Priorities Planning Process

- Assemble Committee
- Offsite Mtg w/ Directors (Oct 2018)
- Prep for Board
- Board Retreat (Nov 2018)
- Refinement & Board Vote (Feb/Mar 2019)
- Board Presentation (Jan 2019)
- Iterative Synthesis (Nov/Dec 2019)
- Progress Reports (Apr 2019 - present)
Offsite Meeting – October 2018

Full-day meeting
• Facilitated by Julia Riseman (JCamp180 mentor)
• Board chair + 5 board members, 2 camp directors, development director

Agenda
• Defining Strategic Priorities versus Strategic Plan
• Identifying/gathering background information: committee reports, directors’ reports, master site plan, impact reports, cover letter for board
• Directors’ feedback: SWOT analysis
• Draft agenda for November board retreat
Board Retreat – November 2018

Celebrate achievements.

What are our pressing needs?

What is the BOARD’s role (versus staff)?

What are our top priorities?
By prioritizing staff retention, the Advisory Board recognizes that successful programs and camper retention is built upon meaningful relationships with wonderful staff. We have found a new trend of people moving away from a camp job offer when a “better” opportunity comes up at any point.

We may want to change our approach by setting staff culture, training, wellness, and benefits for retention. We also want to:
- What is the impact your new staff model?
- What do you offer in the way of professional development for staff and leadership?
- How might we ensure a pipeline of future staff leadership?

Consider raising staff “college anxiety” as a factor in retention.

**What input does the Board bring to the equation?**

Need to figure out how to move forward.

I think we should re-examine what we offer staff to make it more appealing.

I struggle with how Board really helps impact this — and for us to really know how to advance Directors on this.

Use reach/connections of board to create path/opp for professional placement post camp life.

Providing counselors with some informal or additional positive year-round roles may impact retention.

DAV Marcie Rich

The URS takes a proper, year-round staff model to full-time staff. Not sure this is a board priority though.
Board Presentation – January 2019
Task Force Recommendations

3 Strategic Priorities

6 Goals with Associated Metrics
Priority I: Fundraising and Stakeholder Engagement

Objective: We strengthen the continuing success of Eisner and Crane Lake Camps through our active promotion of URJ ECL’s scholarship funds, program support, and capital improvements. The Advisory Board fosters a culture of giving to ensure that the ongoing needs of URJ ECL will continue to be met. Expanding the number of people who make financial contributions to our camps is as important as the total amount raised.
Priority I: Fundraising and Stakeholder Engagement

1. Engage the Advisory Board member in fundraising

Measure of success: At least 80% of Advisory Board members accomplishing or exceeding their individual work plans by 2020.

2. Agree upon and monitor development goals

Measures of success: Fundraising
1. Meet annual fundraising goal
2. Increase the number of new donors
3. Monitor New Donor Retention
4. Monitor overall Donor Retention Rate
5. Define capital campaign goals

Measures of success: Alumni Engagement
1. Create Alumni database
2. Create a task force to develop a plan for Alumni Engagement by 2020
3. Develop strategy for Young Alumni programming
Priority II: Congregational Outreach for Camper Recruitment and ECL Community-wide Engagement

Objective: The methods we use to engage campers, camper families, camp alumni, and their Jewish communities have life-long impact.
Priority II: Congregational Outreach for Camper Recruitment and ECL Community-wide Engagement

1. Each Advisory Board member conducts synagogue visits

Measure of success: At least 80% Advisory Board members set up at least one clergy/educator visit in 2019, and 100% do so in 2020.

2. Update the Ambassador Program

Measure of success: Proposal submitted to the Advisory Board in 2019 for discussion and actionable items to implement in 2020.

3. Research Unaffiliated Family Outreach and Engagement

Measure of success: Proposal submitted to the Advisory Board in 2019 for discussion and actionable items to implement in 2020.
Priority III: Staff Recruitment, Retention, and Professional Development

Objective: We recognize that outstanding program and camper retention is built upon the strength of our relationships and support for our staff.
Priority III: Staff Recruitment, Retention, and Professional Development

1. Study trends in camp summer staff employment

Measure of success: Proposal submitted to camp staff and possible implementation by 2020.
### Top Three Strategic Priorities

<table>
<thead>
<tr>
<th>Strategic Priorities</th>
<th>Actions will take in the coming two years</th>
<th>Measure(s) of Success</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. Development and Stakeholder Engagement</td>
<td><strong>1.1 Engage Advisory Board Members in development:</strong> Create a menu of options to support development efforts for individualized work plans to include options to thank and engage donors. (Development Committee)</td>
<td>2019: Create and test menu options 2020: 80% Advisory Board Members accomplish personal work plan</td>
</tr>
<tr>
<td>2. Congregational outreach for camp recruitment and ECL community-wide engagement</td>
<td><strong>1.2 Monitor development goals:</strong> Improve donor retention and grow donor base. Develop plans and monitor alumni engagement and camper social action projects to foster a culture of giving and giving back. (Development Committee)</td>
<td>2019: Meet or exceed annual goal; increase new donors 5%; achieve 25% new donor retention; achieve 45% overall retention; create Alumni engagement plan 2020: Create database of 10% alumni</td>
</tr>
<tr>
<td>3. Staff recruitment, retention, and professional development.</td>
<td><strong>2.1 Conduct synagogue visits:</strong> Develop training / marketing kit for Advisory Board members. Support Advisory Board members to set up 1-3 visits with clergy and educators. (Ambassador Committee)</td>
<td>2019: 80% Advisory Board Members set up at least one visit 2020: 100%</td>
</tr>
<tr>
<td></td>
<td><strong>2.2 Update Ambassador Program:</strong> Task force to access the effectiveness of the Ambassador Program. Consider refining role beyond synagogues to include other organizations serving Jewish families. Provide training resources. (Ambassador Committee)</td>
<td>2019: Proposal submitted for discussion. 2020: Implementation</td>
</tr>
<tr>
<td></td>
<td><strong>2.3 Research unaffiliated family engagement:</strong> Task force to research issues of engaging unaffiliated Jewish families and suggest pilot project ideas. Pilot project in 2020 and evaluate results. (Unaffiliated Outreach Task Force)</td>
<td>2019: Research done and submitted for discussion, with recommendations. 2020: Pilot project</td>
</tr>
</tbody>
</table>

Updated 6/12/16
### Top Three Strategic Priorities

1. **Development and Stakeholder Engagement**
   - The Advisory Board fosters a vibrant culture of giving to ensure that the ongoing needs of URJ ECL will continue to be met.

2. **Congregational Outreach for Camper Recruitment and ECL Community-wide Engagement**
   - The methods we use to engage campers, camper families, camp Alumni, and their Jewish communities have life-long impact.

3. **Staff Recruitment, Retention, and Professional Development**
   - We recognize that outstanding program and camper retention is built upon the strength of our relationships with and support for wonderful staff.

<table>
<thead>
<tr>
<th>Actions we will take in the coming two years (Responsible Committee/Task Force)</th>
<th>Measure(s) of Success</th>
</tr>
</thead>
</table>
| **1.1 Engage Advisory Board Members in development:** Create a menu of options to support development efforts for individualized work plans to include options to thank and engage donors. *(Development Committee)* | 2019: Create and test menu options  
2020: 80% Advisory Board Members accomplish personal work plan |
| **1.2 Monitor development goals:** Improve donor retention and grow donor base. Develop plans and monitor Alumni engagement and camper social action projects to foster a culture of caring and giving back. *(Development Committee)* | 2019: Meet or exceed annual goal; Increase new donors 5%; Achieve 25% new donor retention; Achieve 45% overall retention; Create Alumni Engagement plan  
2020: Create database of 25% alumni |
| **2.1 Conduct synagogue visits:** Develop training/marketing kit for Advisory Board members. Support Advisory Board members to set up 1-3 visits with clergy and educators. *(Ambassador Committee)* | 2019: 80% Advisory Board Members set up at least one visit  
2020: 100% |
| **2.2 Update Ambassador Program:** Task force to assess the effectiveness of the Ambassador Program. Consider refining role beyond synagogues to include other organizations serving Jewish families. Provide training resources. *(Ambassador Committee)* | 2019: Proposal submitted for discussion.  
2020: Implementation |
| **2.3 Research unaffiliated family engagement:** Task force to research issues of engaging unaffiliated Jewish families and suggest pilot project ideas. Pilot project in 2020 and evaluate results. *(Unaffiliated Outreach Task Force)* | 2019: Research done and submitted for discussion, with recommendations.  
2020: Pilot project |
| **2.4 Task Force to study trends in camp summer staff employment:** Interview other URJ regional & specialty camps; review resources at ACA, FJC, JCamp 180; survey young adults who apply but drop out; identify innovative camps; & research camps implementing internship programs that link Jewish summer staff with alumni/parents for non-summer resume-building experiences. Write report & recommendations. Produce marketing materials on career advancing skills gained by working at summer camp. *(Internship/Staff Recruitment Task Force)* | 2019: Continue small pilot internships program. Create marketing materials.  
2020: Research report with recommendations. Pilot project |
<table>
<thead>
<tr>
<th>Top Three Strategic Priorities</th>
<th>Actions will we take in the coming two years</th>
<th>Measure(s) of Success</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. Development and Stakeholder Engagement The Advisory Board fosters a vibrant culture of giving to ensure that the ongoing needs of URI ECL will continue to be met.</td>
<td>1.1 Engage Advisory Board Members in development: Create a menu of options to support development efforts for individualized work plans to include options to thank and engage donors. (Development Committee)</td>
<td>2019: Create and test menu options  2020: 80% Advisory Board Members accomplish personal work plan</td>
</tr>
<tr>
<td></td>
<td>1.2 Monitor development goals: improve donor retention and grow donor base. Develop plans and monitor Alumni engagement and camper social action projects to foster a culture of caring and giving back. (Development Committee)</td>
<td>2019: Meet or exceed annual goal; Increase new donors 5%; Achieve 25% new donor retention; Achieve 45% overall retention; Create Alumni Engagement plan  2020: Create database of 25% alumni</td>
</tr>
<tr>
<td>2. Congregational outreach for camper recruitment and ECL community-wide engagement The methods we use to engage campers, camper families, camp Alumni, and their Jewish communities have life-long impact.</td>
<td>2.1 Conduct synagogue visits: Develop training, creating kit for Advisory Board members. Support Advisory Board members to set up 1-3 visits with clergy and educators. (Ambassador Committee)</td>
<td>2019: 80% Advisory Board Members set up at least one visit  2020: 100%</td>
</tr>
<tr>
<td></td>
<td>2.2 Update Ambassador Program: Task force to assess the effectiveness of the Ambassador Program. Consider refining role beyond synagogues to include other organizations serving Jewish families. Provide training resources. (Ambassador Committee)</td>
<td>2019: Proposal submitted for discussion.  2020: Implementation</td>
</tr>
<tr>
<td></td>
<td>2.3 Research unaffiliated family engagement: Task force to research issues of engaging unaffiliated Jewish families and suggest pilot project ideas. Pilot project in 2020 and evaluate results. (Unaffiliated Outreach Task Force)</td>
<td>2019: Research done and submitted for discussion, with recommendations.  2020: Pilot project</td>
</tr>
<tr>
<td>3. Staff recruitment, retention, and professional development We recognize that outstanding program and camper retention is built upon the strength of our relationships with and support for wonderful staff.</td>
<td>3.1 Task Force to study trends in camp summer staff employment: Interview other URJ regional &amp; specialty camps; review resources at ACA, FJC, JCamp 180; survey young adults who apply but drop out; identify innovative camps; &amp; research camps implementing internship programs that link Jewish summer staff with alumni/parents for non-summer resume-building experiences. Write report &amp; recommendations. Produce marketing materials on career advancing skills gained by working at summer camp. (Internship/Staff Recruitment Task Force)</td>
<td>2019: Continue small pilot internships program. Create marketing materials.  2020: Research report with recommendations. Pilot project</td>
</tr>
<tr>
<td>Top Three Strategic Priorities</td>
<td>Actions we will take in the coming two years (Responsible Committee/Task Force)</td>
<td>Measure(s) of Success</td>
</tr>
<tr>
<td>--------------------------------</td>
<td>---------------------------------------------------------------------------------</td>
<td>----------------------</td>
</tr>
</tbody>
</table>
| 1. Development and Stakeholder Engagement  
The Advisory Board fosters a vibrant culture of giving to ensure that the ongoing needs of URI ECL will continue to be met. | **1.1 Engage Advisory Board Members in development:** Create menu of options to support development efforts for individualized work plans to include options to thank and engage donors. (Development Committee) | 2019: Create and test menu options  
2020: 80% Advisory Board Members accomplish personal work plan |
| 1.2 Monitor development goals: improve donor retention and grow donor base. Develop plans and monitor Alumni engagement and campus social action projects to foster a culture of caring and giving back. (Development Committee) | | 2019: Meet or exceed annual goal; Increase new donors 5%; Achieve 25% new donor retention; Achieve 45% overall retention;  
Create Alumni Engagement plan  
2020: Create database of 25% alumni |
| 2. Congregational outreach for camper recruitment and ECL community-wide engagement  
The methods we use to engage campers, camper families, camp Alumni, and their Jewish communities have life-long impact. | **2.1 Conduct synagogue visits:** Develop training / marketing kit for Advisory Board members. Support Advisory Board members to set up 1-3 visits with clergy and educators. (Ambassador Committee) | 2019: 80% Advisory Board Members set up at least one visit  
2020: 10% |
| **2.2 Update Ambassador Program:** Task force to assess the effectiveness of the Ambassador Program. Consider refining role beyond synagogues to include other organizations serving Jewish families. Provide training resources. (Ambassador Committee) | | 2019: Proposal submitted for discussion.  
2020: Implementation |
| **2.3 Research unaffiliated family engagement:** Task force to research issues of engaging unaffiliated Jewish families and suggest pilot project ideas. Pilot project in 2020 and evaluate results. (Unaffiliated Outreach Task Force) | | 2019: Research done and submitted for discussion, with recommendations.  
2020: Pilot project |
| 3. Staff recruitment, retention, and professional development.  
We recognize that outstanding program and camper retention is built upon the strength of our relationships with and support for wonderful staff. | **3.1 Task Force to study trends in camp summer staff employment:** Interview other URJ regional & specialty camps; review resources at ACA, FJC, JCamp 180; survey young adults who apply but drop out; identify innovative camps & research camps implementing internship programs that link Jewish summer staff with alumni/parents for non-summer resume-building experiences. Write report & recommendations. Produce marketing materials on career advancing skills gained by working at summer camp. (Internship/Staff Recruitment Task Force) | 2019: Continue small pilot internships program. Create marketing materials.  
2020: Research report with recommendations. Pilot project |
Cincinnati Zoo & Botanical Garden One Page Strategic Plan v 1.3 FY2009-2011

**Mission:** Creating Adventure, Conveying Knowledge, Conserving Nature, Serving Community

**Vision:** Inspiring Passion for Nature and Saving Wildlife for Future Generations!

**FY 2009-11 OBJECTIVE:** *(Name)* 'What' is Winning ...
Inspire every visitor with wildlife everyday, by transforming all elements of their experience, to achieve our mission and build the financial stability to succeed long term.

**STRATEGIES:** *(Captain)* 'How' we will Win ...

1. **Engage Visitor's With Wildlife (Oehler)** - Inspire action through more personalized & innovative experiences that improve engagement with a superior animal and plant collection.

2. **Focus On The G.U.E.S.T. (Yelton)**
Create an engaging and visitor-focused culture with outstanding customer service, facilities, and staff that encourages repeat visitation and family interaction.

3. **Promote Sustainability (Lucas)**
Develop & utilize innovative approaches to reduce the environmental footprint of the zoo by 20% and engage our visitors for sustainability in their lives.

4. **Financial Strength (Swallow)**
Support programs that drive net membership, daily attendance and revenue, while enhancing cost control everywhere in the organization.

**Calendar 2009 PLANS:** *(Owner, Date)*
1a Refine and expand the programs to increase the frequency of personal wildlife encounters to reach 75% of our visitors (Feist/Ongoing)
1b Execute first phase to make research and conservation more relevant to zoo visitors (Plair/Sep 09)
1c Emphasize marquee animals & displays (Castaneda/Jul 09)

2a Build a new master plan approach to funding more opportunities for family fun interaction & superior visitor amenities (Fisher/Aug 09)
2b Identify ways to improve Zoo accessibility to make the experience safer, streamlined, and more welcoming (Yelton/Jul 09)
2c Build an ongoing research plan to assess visitor's needs and wants (Yelton/Jul 09)

3a Modify and incentivize staff and volunteer behavior to reduce energy consumption (Fisher/Jul 09)
3b Promote our green efforts to generate revenue and engage zoo visitors (Fisher/Jul 09)
3c Prioritize major maintenance projects to detail energy reductions and prioritize buildings as funding becomes available (Fisher/Ongoing)

4a Grow total membership by growing renewal levels and increasing new member HH's (Amrine/Ongoing)
4b Grow total visitor revenue by optimizing attendance mix and driving in park group events that maximize the Zoo experience (Ragone/Ongoing)
4c Strengthen marquee events/education that drive visitor engagement and education (Ragone/Ongoing)

---

<table>
<thead>
<tr>
<th>GOALS: <em>(Lori)</em></th>
<th>FY08</th>
<th>FY09</th>
<th>FY10</th>
</tr>
</thead>
<tbody>
<tr>
<td>Operations Net Revenue</td>
<td>$1,288,000</td>
<td>$1,789,000</td>
<td>TBD</td>
</tr>
<tr>
<td>Net Cash Flow</td>
<td>$630,032</td>
<td>$994,486</td>
<td>TBD</td>
</tr>
<tr>
<td>Attendance</td>
<td>962,043</td>
<td>1,000,000</td>
<td>TBD</td>
</tr>
<tr>
<td>% Members</td>
<td>45%</td>
<td>50%</td>
<td>TBD</td>
</tr>
<tr>
<td>% Visitor Engagement</td>
<td>N/A</td>
<td>75%</td>
<td>TBD</td>
</tr>
<tr>
<td>Educ. Revenue</td>
<td>$319,763</td>
<td>$301,900</td>
<td>$300,487</td>
</tr>
<tr>
<td>Educ. Attendance</td>
<td>$388,486</td>
<td>$411,237</td>
<td>$403,369</td>
</tr>
<tr>
<td>Educ. Attend. School</td>
<td>8,411</td>
<td>8,257</td>
<td>8,505</td>
</tr>
<tr>
<td>Educ. Attend. School School</td>
<td>8,411</td>
<td>8,257</td>
<td>8,505</td>
</tr>
<tr>
<td>Membership Renewal Rate</td>
<td>73.3%</td>
<td>65%</td>
<td>TBD</td>
</tr>
<tr>
<td>Operating</td>
<td>$2,173,362</td>
<td>$2,002,984</td>
<td>TBD</td>
</tr>
</tbody>
</table>
Camp Ramah in the Poconos

One-Page Plan
B’nai B’rith Camp

One-Page Plan

1. Build for Our Second Century
   1.1 Elevate philanthropy: Foster a culture of philanthropy among the Board and staff that supports development efforts and inspires ongoing community support and enthusiasm for BB Camp. Create plans to foster and steward major donors, post Second Century Capital Campaign.
   1.2 Support Capital Campaign Development: Work in partnership with BB Camp Board to ensure the successful completion of the Second Century Capital Campaign with $4 Million to date by 2021, bringing the total campaign to $131.1 Million. Build remaining buildings, including new cabins and a field house, to serve the needs of the Camp and campers over the next few years, as well as increase rental business.

2. Plan for Sustainable Growth and Innovation
   2.1 Leader in Jewish camping excellence: Continue to be the leader in excellence in Jewish camping, deliver high quality innovative Jewish programming.
   2.2 Decision Making and Business Model: Board and Executive Director to agree upon decision-making process for new offerings including: mission alignment, associated acquisition, and desired outcomes. Establish a responsive organization open to new opportunities while maintaining financial sustainability.
   2.3 Camp Affordability: Research price and affordability factors that influence families for overnight summer camp, including the cost of scholarships, incentive grants, and reduced price, on perception and enrollment. Set guidelines for setting future camp fees.
   2.4 Expansion of Day Camp in the City: Grow enrollment and foster excellence in programming to create a vital Day Camp for the city of Portland that is as dynamic and popular as the overnight camp.

3. Foster Future Leaders
   3.1 Influence new lay leadership development: Develop a pipeline of new lay leaders for BB Camp through successful committee structures, ongoing training, networking opportunities, and annual recognition and honoring of volunteers.
   3.2 Provide Committee Mandates: Define annual goals with each committee by 2019, ensuring that they support the strategic priorities of the Board. Clearly define the roles and responsibilities of both staff and volunteers in committee work.

4. Optimize Board and Staff Structure: Board and Executive Director to agree upon a long-term BB Camp staff organization plan that supports future growth and succession planning. Board and Executive Director to agree upon the creation of a staff wage structure that is competitive and fair.

5. Branding
   4.1 Brand identity: Develop a brand and strategy for the Camp in collaboration with key partners and leaders. Establish a brand strategy for the Camp that is consistent with the overall mission.
   4.2 Mission statement: Update mission statement to reflect the agency we are today: serving children, teens, families, and adults in fostering Jewish engagement.