



**Jcamp180.**  
From STRENGTH  
to STRENGTH



# The Efficiency and Effectiveness of a One-Page Strategic Plan

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Liz Barnett, Board Chair, URJ Eisner and Crane Lake Camps  
Julia Riseman, Mentor, JCamp 180



# 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.

**GOALS:** (Lori)

	FY08	FY09	FY10
Operations Net Revenue	\$1,388,882	\$1,763,898	TBD
Net Cash Flow	\$638,434	\$864,484	TBD
Attendance # Members % Members	982,043 415,391 42%	1,000,000 375,439 38%	TBD
% Visitor Engagement	N/A	75%	TBD
Educ. Revenue Overnights School	\$319,783 \$388,498	\$301,900 \$411,237	\$500,987 \$623,388
Educ. Attend. Overnights School	8,411 84,474	8,257 91,386	8,505 94,125
Membership Renewal Rate	73.3%	65%	TBD
Operating	\$1,171,382	\$1,402,384	TBD

**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

**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)

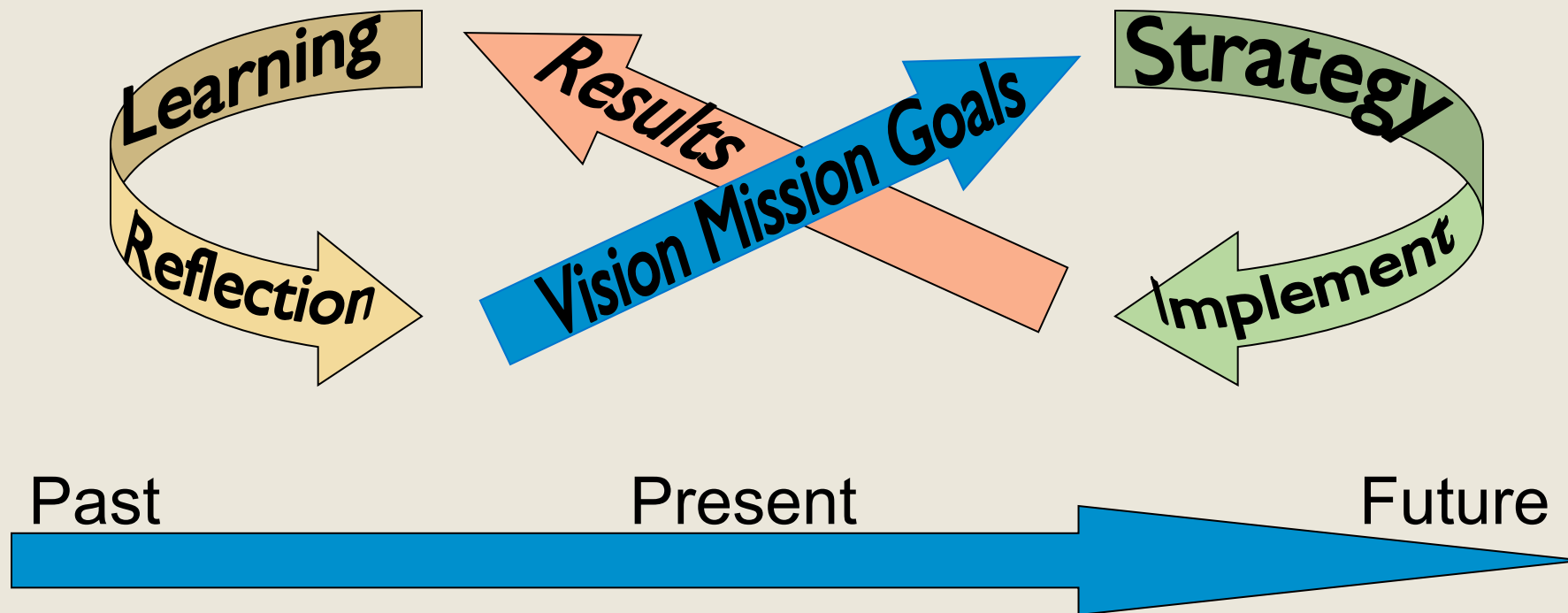
2a Build a new master plan approach to funding more opportunities for family fun interaction & superior visitor amenities (Fisher/Aug 09)  
 2b Identify ways to improve Zoo accessibility to make the experience safer, streamlined, and more welcoming (Yelton/Jul 09)  
 2c Build an ongoing research plan 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 (Ragonesi/Ongoing)  
 4c Strengthen marquee events/education that drive visitor



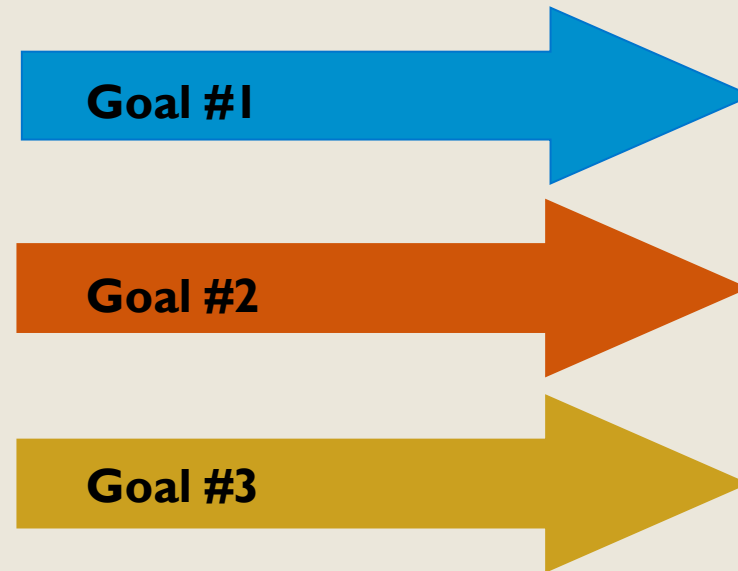
# Strategic Planning Cycle





# Living Document

Mission  
+  
Vision



- Planned Actions
  - Who leads?
  - Expected Outcomes

# Case Study:

The process for making  
a one-page plan

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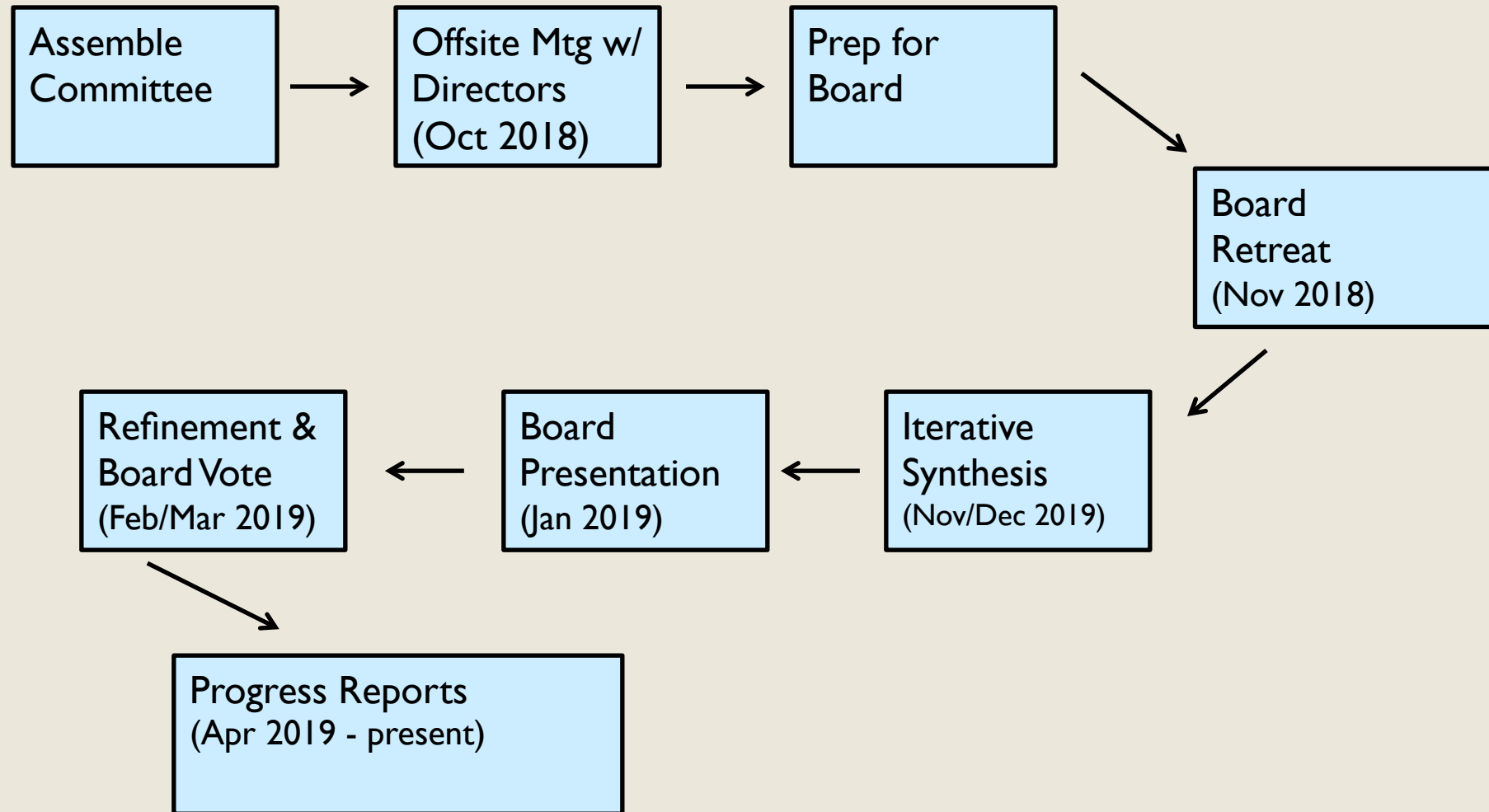
# URJ Eisner and Crane Lake Camps

- 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



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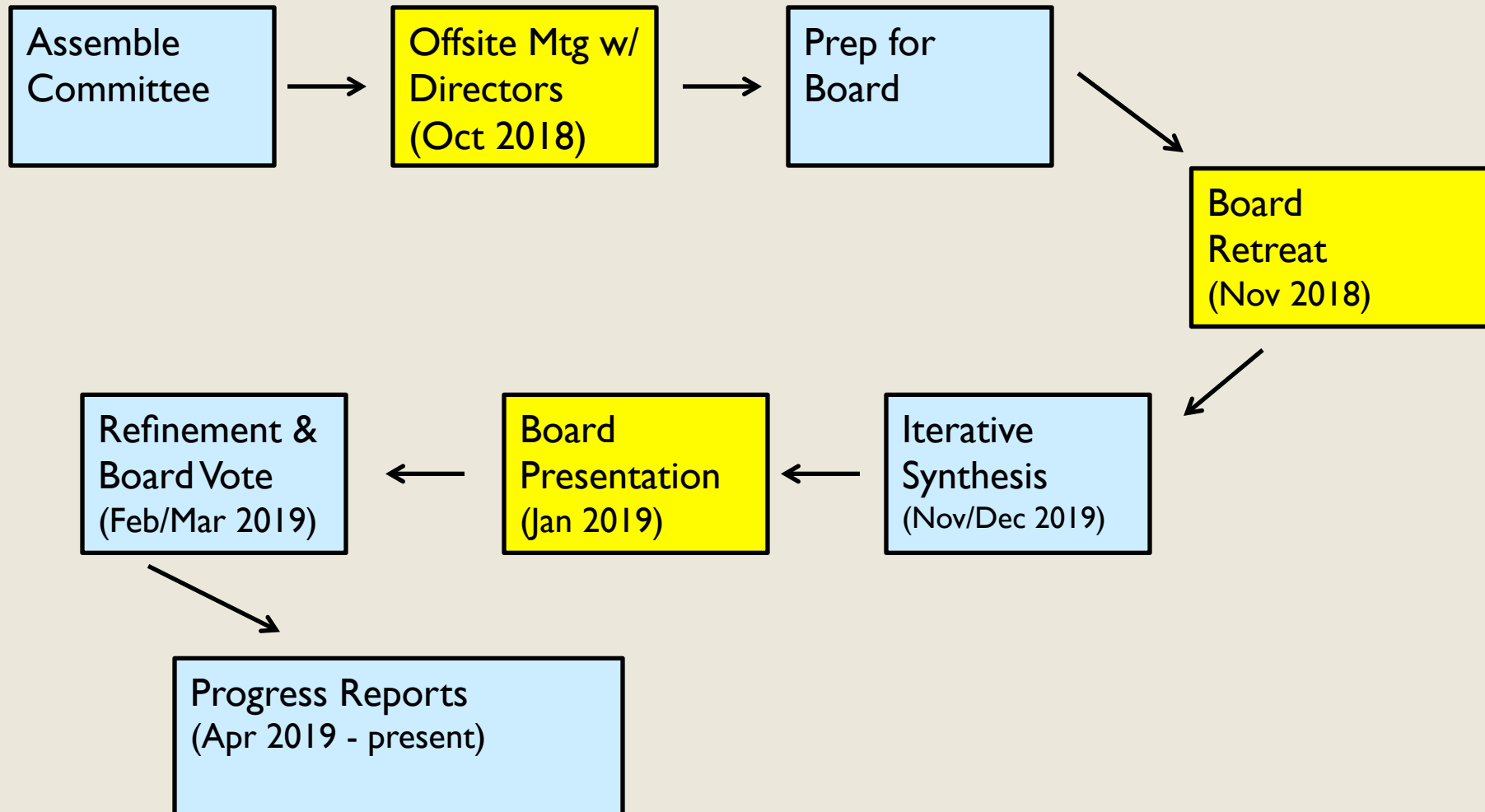
# Strategic Priorities Planning Process



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# Strategic Priorities Planning Process



# Offsite Meeting – October 2018



## Full-day meeting

- Facilitated by Julia Riseman (JCamp 180 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



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# Board Retreat – November 2018



Celebrate achievements.

What are our pressing needs?

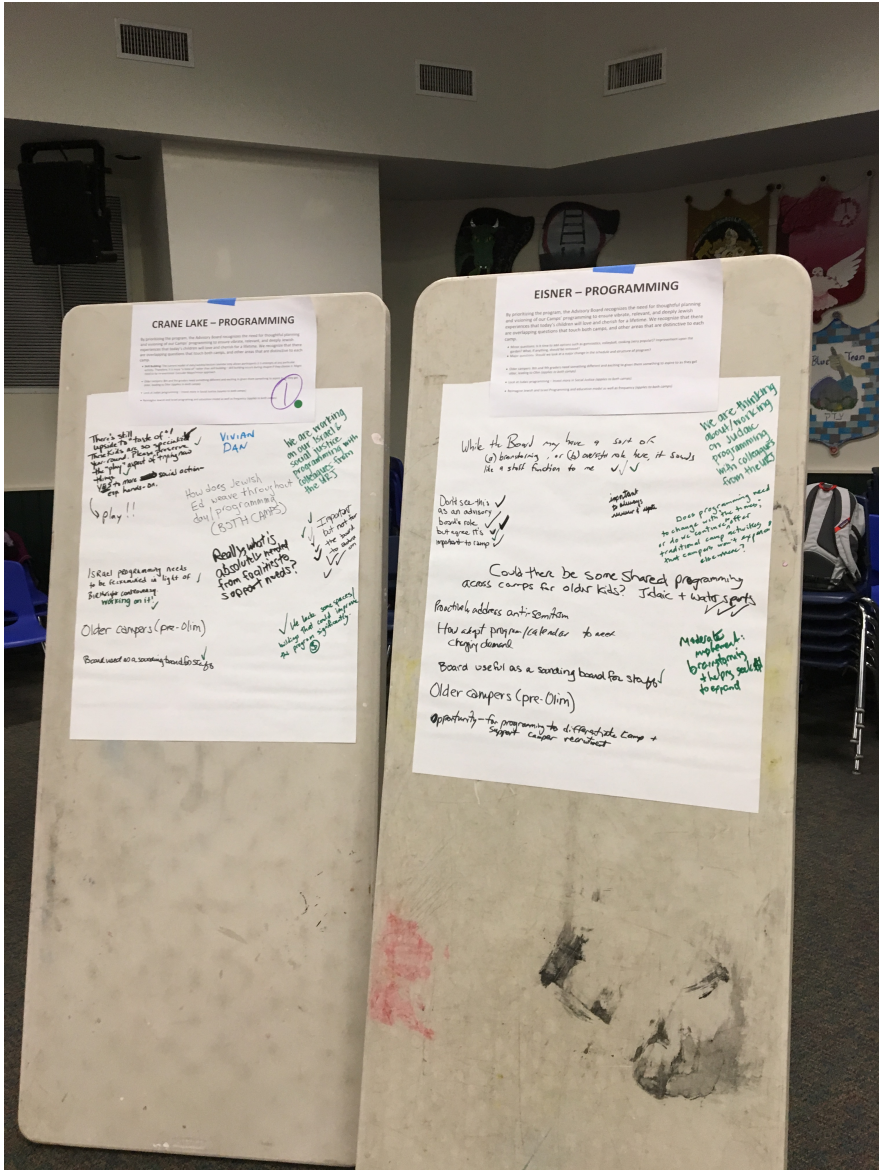
What is the BOARD's role (versus staff)?

What are our top priorities?



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CRANE LAKE - PROGRAMMING

There's still  
thought for "think of"  
the idea as an experience  
the "job" part of it  
the "play" part of it  
the "play" part of it  
the "play" part of it

How does Jewish  
Ed. weave itself into  
day programming  
(BOTH CAPS)

Really what's  
absolutely vital  
from leadership  
support needs?

Older campers (pre-Olim)  
Board used as a working board for staff

Is real programming needs  
to be considered in light of  
budgetary constraints  
(working on it)

✓ We have some young  
leaders that will be  
at the top

VIVIAN  
DAN

We are starting  
an org board to  
support programming  
with  
the URS

We are thinking  
about how being  
on national  
programming  
with colleagues  
from the URS

Does programming need  
to be about the "offer"  
of an "experience" or  
is it about the "job" part  
of it?

Could there be some shared programming  
across camps for older kids? Jacob + water sports

Practical address anti-Semitism  
How do you program/counsel to meet  
campers' needs?

Board useful as a working board for staff/  
Older campers (pre-Olim)

Opportunity for programming to support camp +  
support campers' needs

EISNER - PROGRAMMING

What is the Board's role in  
programming? (W) needs role here, it sounds  
like a staff function to me ✓✓

Does programming need  
to be about the "offer"  
of an "experience" or  
is it about the "job" part  
of it?

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By prioritizing staff retention, the Advisory Board recognizes that outstanding program and camper retention is built upon meaningful relationships with wonderful staff. We have noticed a new trend of people walking away from a camp job offer when a "better" opportunity comes up, at any point.

We may need to change our approach to summer staff structure, training, and support, and incentives for retention. Also, we can consider:

- What is the right size year-round staff model?
- What do we offer in the way of professional development of staff and lay leadership?
- How might we ensure a pipeline of future staff leadership?

2

Consider: rising staff "college anxiety" ✓  
as factor for non-return

What input does the Board really have here? What does it add? ✓  
Not a board task but definitely a priority for continued success of camp ✓  
Need to figure out how to "develop" staff/counselor roles into "professional" positions. ✓

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

I struggle w/ how Board really helps impact this one - hard for us to really know how to advise Directors on this. ✓✓

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

Providing counselors with some informal or even formal part-time year-round roles may improve retention. ✓✓

DAN  
Marcia  
Rich

How does the short-term internship program fit in here?  
Moderate but involved help/reach new audiences + brainstorm approaches

Ongoing challenge to make the seasonal job worthwhile beyond their 1st + 2nd summer

The URS lacks a proper year-round staff model for 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



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# Priority I: Fundraising and Stakeholder Engagement



### DEVELOPMENT

By prioritizing development for Eisner and Crane Lake Camps, the Advisory Board recognizes that many people are happy to stand in support of these amazing Jewish Camps, and we have a role to play in inviting and welcoming in all kinds of support.

- Setting and clearly expressing the top strategic priorities
- Ensuring ample scholarship, growing investment in innovative programming, proper care for the site and facilities, and future endowments through Legacy gifts
- Thoughtful engagement of many stakeholders
- Being comfortable as in our role for community outreach and advocacy

(17)

**ESSENTIAL** ✓✓✓✓✓✓✓✓

✓ This is a baseline requirement for Bd members. But I'm not sure it's a priority. ✓ We will always do it. ✓

It is a priority, but you're right; we'll always do it. ✓

The foundation of what drives the programing, capital & scholarship initiatives. \***CRITICAL**\* ✓

✓ Provide many different ways we can participate beyond just solicitation

Need communications plan to tie it all together. **Prioritize!**

Provide engagement opportunities for families that don't feel they are "big ticket" donors ✓✓✓

All board members can participate in varied development work/activities. It is not all about the ask. It is about developing relationships ✓✓✓

How can board members who are far from NY + Boston effectively support? **Glenn**

**Tony**  
**LIZ**

**Rachel Schull**  
**JEN**  
**Rachel**  
**Jodi**  
**MARK D.**

**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.



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# 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



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# Priority II: Congregational Outreach for Camper Recruitment and ECL Community-wide Engagement



## CONGREGATIONAL RELATIONS

By prioritizing congregational outreach and support, the Advisory Board recognizes the interdependence of URJ Camps and URJ Synagogues in supporting Jewish families to thrive.

- Think about the needs of congregations for support, look at method of recruitment of campers and other opportunities for engagement
- Consider the relationships with our 150 congregations and how board members can supplement and support the staff. How would the Ambassador program need to adapt?

this is tied to communication

13

- Critical for OUT REACH + staff/camper recruitment
- CLERGY NEEDS TO BE ONBOARD
- I'd like to rethink the model we use. How can we better integrate w/ camps

I see this priority as crucial as development. It must be a priority, but the efforts themselves need to be re-thought so they are practical and sustainable.

Role of ambassador vs clergy?

Bill  
Mehrad  
Marji  
Rachel Schwall  
BUFF  
Jodi

Aligned closely w/ camper recruitment (MERGE THEM)

How to best leverage URJ community/camp in the larger landscape of Jewish Summer Camps.

Yes! Do congregational life changes, but ways of recruitment needs to adapt as well

Supporting congregations will also help camp.

Begin: what does the Board, as opposed to individuals, some of whom are Board members actually do?

We can't rely only on congregations

Current program over-looks small congregations, unaffiliated youth/families

Ambassador program has so much potential - looking forward to new ideas + moving forward.

high bnd involvement

What cong do we need to target?

## CAMPER RECRUITMENT & ENGAGEMENT

By prioritizing camper recruitment and engagement, the Advisory Board recognizes that impact on young Jews is the core of our mission, and the utmost of importance. The methods we use to engage campers can have life-long impact.

Our work in this priority might include:

- Finding new and deeper means for congregational support and alternatives to the traditional presentations.
- Adapting the Ambassador program and providing training for them to be able to truly represent camp. Where else, beyond the congregations, might Ambassadors be effective?
- Creating new approaches for unaffiliated families and even a means to create connections for them
- Army of recruiters, board, ambassadors, summer staff, current camp families.
- Incentives for recruitment?

Rich

• BUFF

Marji  
Jonathan

Low/Staff Partnership

How do we find those "unengaged" Jews to bring into URJ Comm?

unclear how effective "presentation" model is in recruiting campers

What does the Board, as opposed to individuals (some of whom are Board members) actually do here?

Rethink goals + tasks for the Ambassador program

Social Media

Need to expand beyond URJ/synagogue recruitment channel, especially as synagogue memberships are declining! JCCs.....

Parent engagement as an arm of this?

critical but probably better handled by staff - Model still needs work

NO ME need to be advocacy

URJ push message to clergy.

not temples - only attracts current campers

Objective: The methods we use to engage campers, camper families, camper alumni, and their Jewish communities have life-long impact.



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# 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.



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# Priority III: Staff Recruitment, Retention, and Professional Development



## STAFF RECRUITMENT SUMMER AND FULL-TIME

By prioritizing staff recruitment, the Advisory Board recognizes that times have changed with respect to finding and attracting outstanding summer camp staff. We will examine our approach to attracting new staff and past campers/Machon transition to staff.

- How might an internship/mentorship program with alumni support this need? What programming might we need to offer during the summer?
- Additionally, finding full-time staff - how to attract and retain great talent and growth potential for our year-round staff.

✓ ✓ ✓  
We are trying but need help!

WHY?  
RESUME  
PARENTS' PRESSURE

Roberta!  
VIVIAN DAN  
Marcia  
(Martha)

Can scholarship or internship opportunities be tied to continued participation as counselor?

- An internship/mentorship program has slowly begun. With this, as we hope to create/locate potential internships, we can retain our second + third year summer staff members. Many of our college aged staff feel "pressure" from family members + universities to have a summer internship. This being said, we lose many of our seasoned staff + this is a potential way for us to keep them!

With unemployment rate at 50 yr low - lots of options we available that compete with camp -

What other Jewish/URT ORS can we partner with to address? → working on this now.

high involvement → help us reach new audiences

Any way to offer counselors learning opportunities beyond their core role? e.g. college prep might be attached to a role with counselors to the infirm...

Anxiety about college. Exhaustion post college/job

Not "just a counselor" - resume - skill development

ALUMNI! How can they help? Can this become a priority for Alumni engagement

Bring beyond former campers to find new Jewish College-aged staff, and making the experience welcoming + impactful

we have posted info on the Alumni FB page w/ some success.

## STAFF RETENTION AND DEVELOPMENT

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Objective: We recognize that outstanding program and camper retention is built upon the strength of our relationships and support for our staff.



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# Priority III: Staff Recruitment, Retention, and Professional Development



## I. Study trends in camp summer staff employment

**Measure of success:** Proposal submitted to camp staff and possible implementation by 2020.



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## Advisory Board Strategic Priorities for 2019-2020



Top Three Strategic Priorities	Actions will we take in the coming two years (Responsible Committee/Task Force)	Measure(s) of Success
<b>1. Development and Stakeholder Engagement</b> <i>The Advisory Board fosters a vibrant culture of giving to ensure that the ongoing needs of URJ ECL will continue to be met.</i>	<b>1.1 Engage Advisory Board Members in development:</b> Create a menu of options to support development efforts for individualized work plans to include options to thank and engage donors. <i>(Development Committee)</i>	<b>2019:</b> Create and test menu options <b>2020:</b> 80% Advisory Board Members accomplish personal work plan
	<b>1.2 Monitor development goals:</b> 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. <i>(Development Committee)</i>	<b>2019:</b> Meet or exceed annual goal; Increase new donors 5%; Achieve 25% new donor retention; Achieve 45% overall retention; Create Alumni Engagement plan <b>2020:</b> Create database of 25% alumni
<b>2. Congregational outreach for camper recruitment and ECL community-wide engagement</b> <i>The methods we use to engage campers, camper families, camp Alumni, and their Jewish communities have life-long impact.</i>	<b>2.1 Conduct synagogue visits:</b> Develop training / marketing kit for Advisory Board members. Support Advisory Board members to set up 1-3 visits with clergy and educators. <i>(Ambassador Committee)</i>	<b>2019:</b> 80% Advisory Board Members set up at least one visit <b>2020:</b> 100%
	<b>2.2 Update Ambassador Program:</b> 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. <i>(Ambassador Committee)</i>	<b>2019:</b> Proposal submitted for discussion. <b>2020:</b> Implementation
	<b>2.3 Research unaffiliated family engagement:</b> Task force to research issues of engaging unaffiliated Jewish families and suggest pilot project ideas. Pilot project in 2020 and evaluate results. <i>(Unaffiliated Outreach Task Force)</i>	<b>2019:</b> Research done and submitted for discussion, with recommendations. <b>2020:</b> Pilot project
<b>3. Staff recruitment, retention, and professional development.</b> <i>We recognize that outstanding program and camper retention is built upon the strength of our relationships with and support for wonderful staff.</i>	<b>3.1 Task Force to study trends in camp summer staff employment:</b> 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. <i>(Internship/Staff Recruitment Task Force)</i>	<b>2019:</b> Continue small pilot internships program. Create marketing materials. <b>2020:</b> Research report with recommendations. Pilot project

Updated 4/12/19



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<b>1. Development and Stakeholder Engagement</b> <i>The Advisory Board fosters a vibrant culture of giving to ensure that the ongoing needs of URJ ECL will continue to be met.</i>	<b>1.1 Engage Advisory Board Members in development:</b> 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
	<b>1.2 Monitor development goals:</b> 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
<b>2. Congregational outreach for camper recruitment and ECL community-wide engagement</b> <i>The methods we use to engage campers, camper families, camp Alumni, and their Jewish communities have life-long impact.</i>	<b>2.1 Conduct synagogue visits:</b> 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%
	<b>2.2 Update Ambassador Program:</b> 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
	<b>2.3 Research unaffiliated family engagement:</b> 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
<b>3. Staff recruitment, retention, and professional development.</b> <i>We recognize that outstanding program and camper retention is built upon the strength of our relationships with and support for wonderful staff.</i>	<b>3.1 Task Force to study trends in camp summer staff employment:</b> 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.

**GOALS:** (Lori)

	FY08	FY09	FY10
Operations Net Revenue	\$1,388,882	\$1,763,898	TBD
Net Cash Flow	\$638,434	\$864,484	TBD
Attendance # Members % Members	982,043 455,391 42%	1,000,000 375,439 38%	TBD
% Visitor Engagement	N/A	75%	TBD
Educ. Revenue Overnights School	\$319,783 \$388,498	\$301,900 \$411,237	\$500,987 \$623,388
Educ. Attend. Overnights School	8,411 84,474	8,257 91,386	8,505 94,125
Membership Renewal Rate	73.3%	65%	TBD
Operating	\$1,171,382	\$1,402,384	TBD

**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

**Calendar 2009 PLANS:** (Owner, Date)

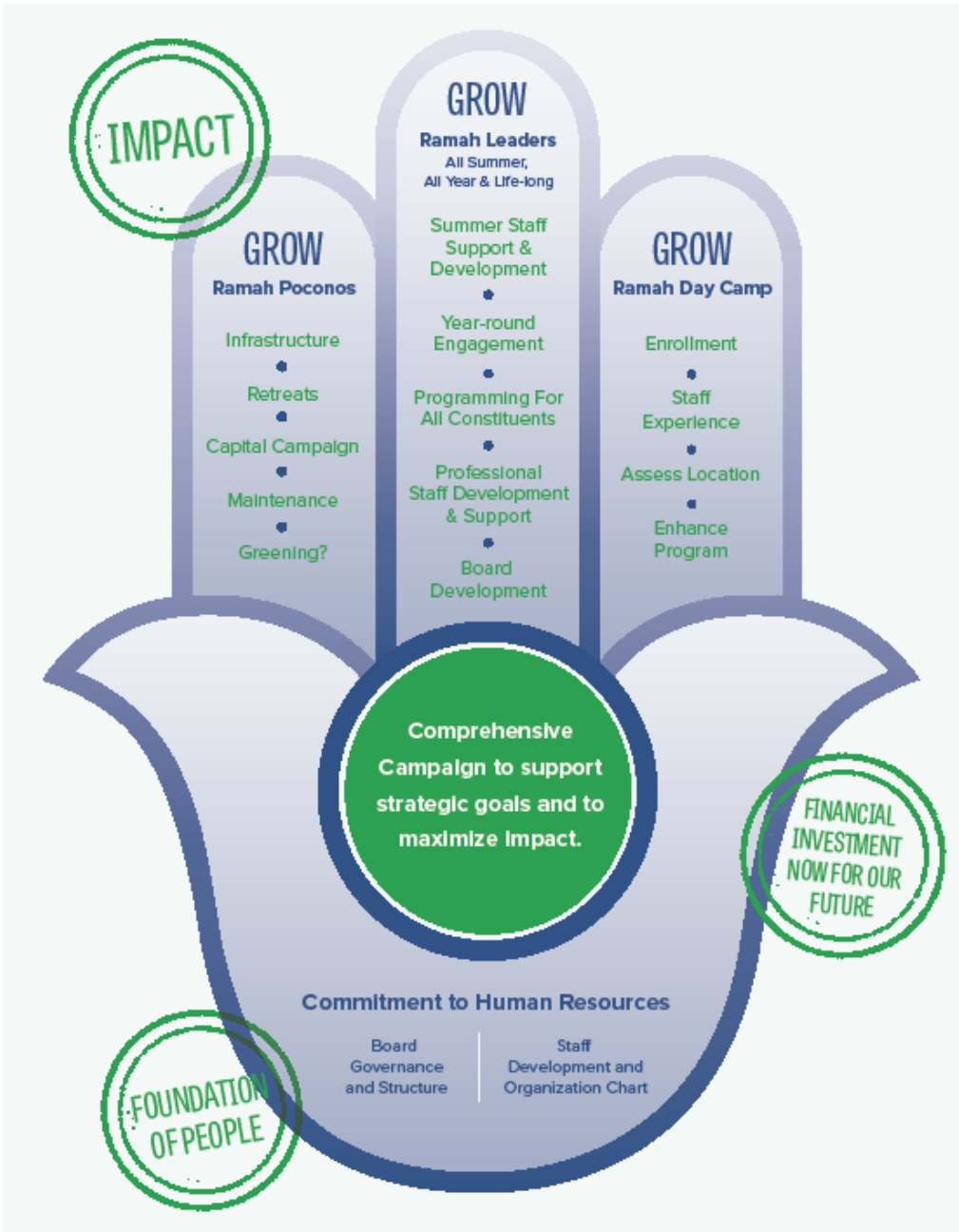
1a Refine and expand the programs to increase the frequency of personal wildlife encounters to reach 75% of our visitors (Feist/Ongoing)  
1b Execute first phase to make research and conservation more relevant to zoo visitors (Plair/Sep 09)  
1c Emphasize marquee animals & displays (Castaneda/Jul 09)

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 (Ragonesi/Ongoing)  
4c Strengthen marquee events/education that drive visitor

# STRATEGIC PRIORITIES



# Camp Ramah in the Poconos

# One-Page Plan



# Strategic Priorities 2018 – 2021

## BB Camp Guiding Values

Make it fun. Be welcoming, inclusive, and accessible. Build and strengthen community by fostering lifelong engagement. Inspire self-discovery. Explore diverse Jewish ideas, practices, and values. Deepen understanding of and connection to Israel and all of Jewish Peoplehood. Cultivate respect and appreciation for the world and our responsibility to care for it. Provide a sacred, safe space. Build Friendships for Life.



# 100

Plan for the next century of BB Camp, inviting broad community engagement, complete the capital campaign and construction, and provide a legacy for Jewish youth for generations to come.

### 1. Build for Our Second Century

- 1.1 Culture of Philanthropy:** Foster a culture of philanthropy among the Board and staff that supports development efforts and inspires ongoing community support and enthusiasm for B'nai B'rith Camp. Create plans to foster and steward major donors, post Second Century Capital Campaign.
- 1.2 Support Capital Campaign Development:** Work in partnership with Men's Camp Board to ensure the successful completion of the Second Century Capital Campaign with \$4 Million to raise by 2021, bringing the total campaign to \$13.1 Million. Build remaining buildings, including new cabins and a field house, to serve the needs of the Camp and campers over the next century, as well as increase our rental business.
- 1.3 Celebrate BB Camp at 100:** Celebrate BB Camp's second century in April of 2021, with a series of events from June 2020-June 2021.



Continue to be a responsive organization delivering highly engaging Jewish programming year-round for all ages through innovation, collaborations, and partnerships, and sustain camper capacity to its fullest.

### 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, expected budgeting, staffing, and desired outcomes. Remain 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 role of scholarships, incentive grants, and/or 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 vibrant Jewish Day Camp for the city of Portland that is as dynamic and as popular as the overnight camp. Explore opportunities to expand BB Day Camp in Portland and other cities.



Foster Jewish leadership development across all stages of life, and mobilize lay leaders to help BB Camp and the Jewish community thrive.

### 3. Develop Future Leaders

- 3.1 Inspire New Lay Leadership:** 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 for 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.
- 3.3 Optimize Year-round Staff Structure:** Board and Executive Director to agree upon establishing 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 commensurate with the field.



Clearly define and better represent the agency that we are today.

### 4. Branding

- 4.1 BB Camp Brand:** Explore and consult with branding and marketing experts to help BB Camp better understand the community's perception of BB Camp and its diverse offerings. Implement branding efforts that better express and market the dynamic organization that we've become.
- 4.2 Mission Statement:** Update mission statement to reflect the agency we are today; serving children, teens, families, and adults in lifelong Jewish engagement.

# B'nai B'rith Camp

# One-Page Plan





Questions?

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