



**Strategic Planning Committee Meeting Minutes
October 25, 2011**

Members Present

Nancy Komer Stone, Chair; Michael Lippitt, Executive Liaison; Michelle Bass, Frank Elias, President; Michael Lippitt, Lori Weberman

Staff

Steve Engel

Guest

David Sharken

From David Sharken:

Tamarack Camps Strategic Plan Re-Visioned 2012

Time Frame: November 2011 – May 2012

Committee Make-up:

Small committee of Board Leaders with Executive Director – reaching out to other committees, board members, management team and stakeholders as determined

Committee work:

- Months 1-2
 - Review current Mission and Vision Statement
 - Review 2007-2010 Strategic Plan
 - Identify unresolved or on-going Issues
 - Brainstorm external trends which might have significant impact
 - Identify top strategic organizational issues
- Months 2-3
 - Frame the top strategic issues
 - Identify areas where more data/research is necessary
 - Identify the most appropriate body of stakeholders who can provide recommended actions (If possible, utilize existing Tamarack Camps sub-committees to prevent overlap)
- Months 3-4
 - Gather necessary information related to issues (personal meetings, focus groups, surveys if necessary)
 - Review recommendations from committees on framed issues

- Months 4-6
 - Formulate goals
 - Finalize draft of strategic plan for full board review

Expected Committee member time commitment:

Over 5-6 months, anticipate:

- Six-seven 2 hour meetings; two 4 hour sessions; average of one hour/week review of email documents and/or discussion with other stakeholders
- Total average time commitment = 50 hours = 7-8 hours per month

Board members **not** on Strategic Planning Committee

- Will be kept informed of the process
- Will be involved to address specific issue through existing committees and/or be contacted for input during the process
- Will review draft recommendations, provide advice and comments, and have final approval over proposed plan

Management Team members **not** on Strategic Planning Committee

- Will be contacted for input during the process
- Will be involved to address specific issues relevant to their portfolio
- Will be asked to draft or review recommendations

Initial List of Possible Strategic Issues

- Alumni Engagement
- Camper Census Goals
- Cross Agency Collaborations (JCC, BBYO, others)
- Family Camp Expansion
- Governance – Restructuring
- Judaic Programing
- Master Facility Plan – selling of land, expansion
- Outpost Camp Merger
- Outdoor Ed’s Future
- Progressive Programming Goals
- Program Evaluation

- Program Innovation
- Regionalization of Recruitment
- Revenue Development (diversification of fundraising and program income)
- Staff Training
- Scholarship Policies – Impact on budget; scholarships for family camp and tripping programs
- Teen Travel Expansion

Homework Items

The following homework items were identified for the committee. Please read the current strategic plan and updates noting:

- 1) Issues that remain that are strategic and critical to the success of the organization.
- 2) Information or data that you feel you need for this planning process.
- 3) Ideas that spark you that you want to bring to the table.
- 4) Any societal trends that you think we need to pay attention to.

Background Information

The following background information was requested:

- 1) Five years of past budgets
- 2) Five years of registration numbers – broken down by village, age, session, geographic home
- 3) Recent study of Jewish population in metro region
- 4) Stats on scholarship – Five-year pattern of how much in total, percentage of campers, percentage of average scholarship per tuition
- 5) List of Jewish camp and other camp competition in the region
- 6) Stats of family camping and Butzel usage for past five years

It is anticipated that the planning process will take six to seven two-hour meetings to formulate a meaningful update.

The next strategic planning committee meeting will be held on November 17, 2011, at 6:00 pm, Federation conference room D.

Respectfully submitted,
Steve Engel